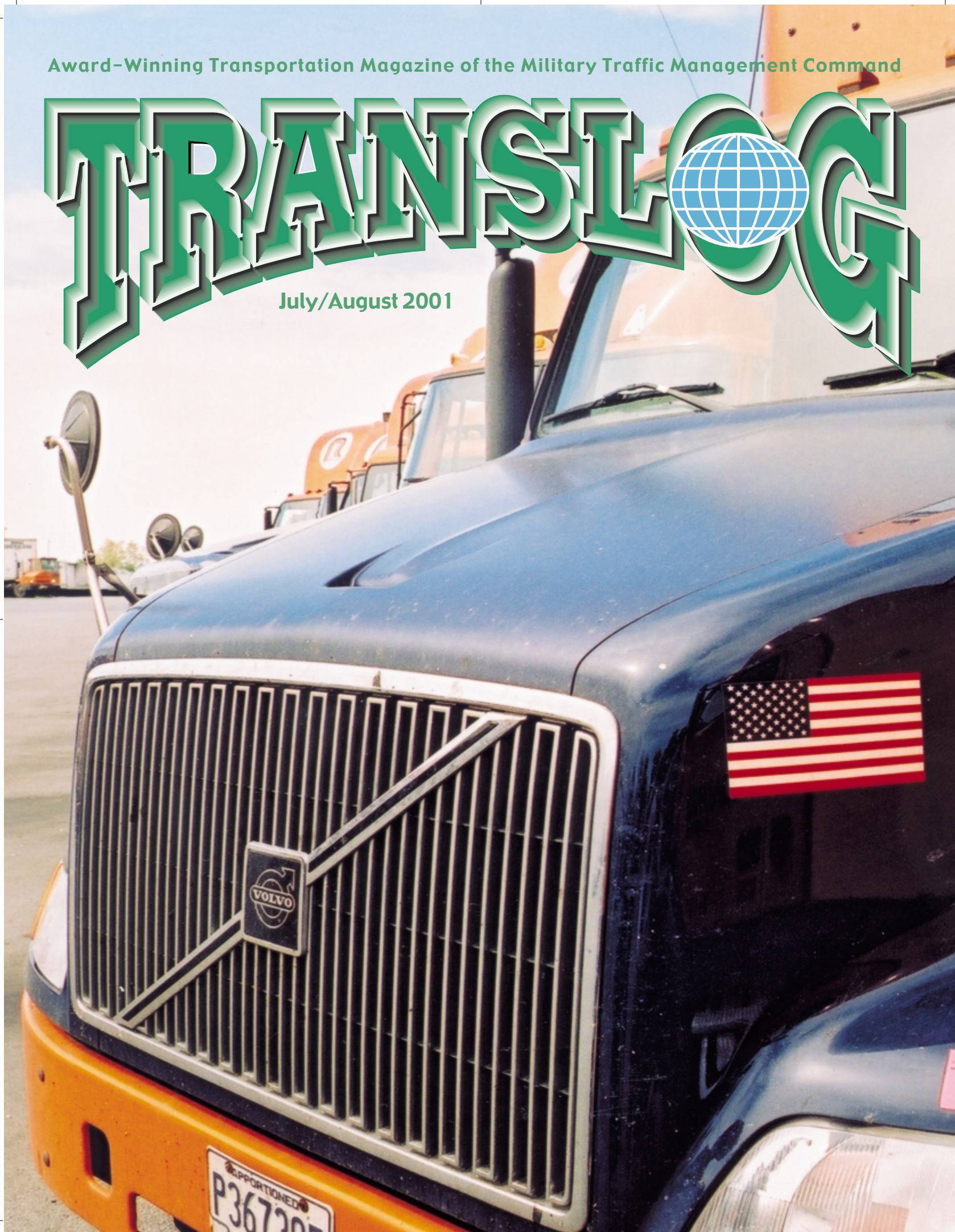


Award-Winning Transportation Magazine of the Military Traffic Management Command

# TRANSLOG

July/August 2001





# TRANSLOG

The Transportation Bimonthly  
of the U.S. Army  
July/August 2001

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## On the Cover:

*The U.S. flag is proudly displayed on one in a line of truck cabs at the Roadway Express distribution terminal in Hagerstown, Md. The Military Traffic Management Command's new automatic fuel adjustment surcharge is having a big impact on trucking operations. Story, pg. 26.*



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Col. Clark C. Hall stands with his family in review at his retirement ceremony May 30. Hall bid the Army farewell at Fort Eustis, Va., where he first began his military career 30 years ago.

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## Wrapped and ready



*101st Airborne Division (Air Assault) helicopters are staged after being shrink-wrapped at the Port of Beaumont. Story, pg. 10. (More pictures of shrink-wrapped helicopters appear on pgs. 29-31!)*



# MTMC on the move



*An interview with MTMC's Commanding General*

**Q.** Since the last issue of TRANSLOG, we've learned that you will continue as the Commanding General of MTMC for at least another year. What are your thoughts on your extension?

**A.** Mine is a great job. Staying with MTMC was my preference. I have mentioned that in several forums, and so I am very pleased to stay with the MTMC team for however long the Chief of Staff of the Army desires. You know, we in MTMC have taken on a lot. We've made remarkable progress in the past couple of years as a team. But ultimately the person at the top is responsible whenever a command comes up short. Too often those of us at the top rotate before results are known, and as a result, our successors occasionally put up with unintended consequences. I would just as soon be the one held accountable for as long as possible. I am very confident we have the command on the right course for the future. As long as I'm here, we will aggressively seek opportunities to make ourselves and our processes better.

**Q.** With the approval of a plan to move MTMC from two continental United States headquarters to a single organization at two locations, do you feel a sense of fulfillment that we are rapidly moving to an efficient, economical operation?

**A.** Absolutely. That approval is the culmination of a lot of thoughtful analysis and hard work. I've talked to many people who think this organizational adjustment is smart—I'm referring to folks inside and outside MTMC, including our shippers, customers, and industry partners. Some contend it is overdue. Such is easy to say if you're not accountable. This move to a single headquarters spread between two locations is indeed very smart. Much remains to be done as we fine tune and phase in the plan between now and June 2003. All decisions to change organizations are difficult, though, because of impacts on people. Real change seldom is free of such impacts. We now have some employees who are concerned, and that is understandable. We will work very hard to take care of those affected by the reorganization, most of whom are located at the Headquarters. Many others in the field have been affected over time. It is now our time to stand tall. The MTMC track record for taking care of people over the past two years speaks for itself. I would challenge anyone to find a command that has done better. People just need to look at that record and witness the results. They'll learn that MTMC is committed to taking care of its own as it moves forward.

**Q.** You recently attended a Strategic Planning Group meeting during a visit to the 598th Transportation Group, Rotterdam, the Netherlands. How is the Strategic Plan implementation going in the field?

**A.** Quite well. Each month I receive monthly reports from commanders on their progress. When I visit the field, I hear open communication about the MTMC Strategic Plan. That was



Major General Kenneth L. Privratsky  
Commander  
Military Traffic Management Command



certainly the case during my recent visit to the 598th. To be frank, though, it's going better in the field than it is in the Headquarters from what I can see. And partially because of that, I have directed that performance awards for supervisors at the Headquarters and Major Subordinate Commands be tied to accomplishments supporting the Strategic Plan. Such is common industry practice for obvious reasons. I've been pressing for metrics for over a year. Recently, we had many of our staff at LMI participating in a work group focused on this. We've waited too long getting metrics in place, and I am a little frustrated by that. Many in our ranks simply don't understand that we can't manage what you don't measure. It should surprise no one that we aren't managing well in many places because of that gap. We will get even better with metrics in place. We will also be forming a planning group to assess our FY00 Strategic Plan, which was published in January 2000, and to recommend adjustments. We will republish the Plan in January 2002. Two-year review cycles will continue from hereon.

**Q. Much attention has been directed at Task Force Fix and on-going personal property pilots. Are you satisfied with the progress to date?**

**A.** No, I am not satisfied, but I don't fault all the fine folks who are working hard to improve service to military families. We've come a long way. We have much about which to be positive. A few of us can look back several years and see definite progress. MTMC became embroiled with industry protests a few years back because of dissension about the MTMC pilot. I recall testimony before Congress a little over two years ago. It was filled with acrimony. The transportation providers, move managers, and government argued in open forum about the path for the future. I recall a time when MTMC, the American Moving and Storage Association, the Mobility Coalition, and the Freight Forwarders Association didn't trust each other. We are beyond all that. Collectively we now pretty much agree on where we must go for the future. There are different options available to us. We are on a distinct timeline for resolution now. TRANSCOM's final analysis of pilots and alternatives will point us toward the future. The CINC will provide a recommended solution to the Secretary of Defense next spring. And so, we've made much progress. The services know solutions will cost more. They now need time to program monies to enable changes. It is too bad all the players couldn't get on the same sheet of music sooner. Had that happened, we would have solutions in place by now. And so, I'm not satisfied but I am optimistic. Change is not easy. That is certainly true when it comes to changing the personal property program.

**Q. The latest Strategic Management Initiative meeting was held June 13. Previously, it was reported that we cut several days from the old 50-day average shipping time from the continental United States to Europe. Is there anything new to report?**

**A.** There is no question we're making progress. There are four committees working this initiative: surface, air, supply, and finance. We in MTMC chair the surface committee. We have definitely made progress worldwide. We have shaved several days off of delivery times to Europe but that isn't as important as what we have learned about the realm of the possible. For example, we can cite several examples where we have delivered containers to Europe in less than 30 days. And accordingly, we have questioned why that cannot be the norm. As a result, our target for Europe is now 30 days. We have created targets for all theaters, and we are making progress. The best improvements to date have been in the Pacific. Our direct booking tests there are helping. The willingness of sealift industry partners to roll containers onto next-available sailings has helped. Such successes will be more noticeable in East Coast channels in the future. Another example is our dramatic improvement in the processing of One Time Only movement requests. A year ago we were taking five weeks to process them. Now we're taking about a week. There are many initiatives under way to continue momentum. Recently I told our Major Subordinate Commands (the 598th Group, the 599th Group, and the Deployment Support Command) to take charge of cargo throughput in their areas of responsibility. Transporters need to drive improvements to the supply chain. We are doing that. 🌱

## Historic change

# Two-year reorganization

**I**n a period of two years, the Military Traffic Management Command has been transformed. An organization long managed by incremental change is now approaching the standards of a private enterprise transportation provider. Complaints from customers about high freight charges and confusion from industry about where to get answers have been muted.

### *Strategic Thinking*

Change at MTMC was heralded by the development of a Strategic Planning Group in fall 1999. The members represented management, labor and field units. The group's mandate was simple: Put the command on a course for the future.

As the group reviewed the command, it found a number of processes that could be assessed and implemented rather quickly. One of the first was the centralization of the



*Above: MTMC's cargo customers have benefited from two straight years of cuts in freight rates.*



*Left: Virginia King, Deputy Director of Resource Management, and Steve Lieberman, of Logistics Management Institute, review MTMC organization at July 1999 meeting. Right: Dinah Locklear, coordinator of Task Force Fix, discusses changes to the existing personal property moving program. At rear is Terry Head, President, Household Goods Forwarders Association of America, Inc.*

entire personal property workload at MTMC Headquarters. Among the early changes was the move of the Deputy Chief of Staff for Mobilization and Reserve Affairs workload from MTMC Headquarters to the Deployment Support Command, at Fort Eustis, Va.

With this work well under way, the focus shifted to MTMC's overseas groups and its 24 water ports. Other areas were identified as more protracted and would be addressed later.





# will streamline MTMC



*Deployment support teams have standardized MTMC operations. Pictured from left are Anja Kuehne and Staff Sgt. James Wood, of the 950th Transportation Co., Bremerhaven, Germany.*

## *Standardization & Centralization*

There were pockets of personnel, supply, and finance activity in virtually every echelon of the Command, and they were unevenly distributed. Efficiency and effectiveness suffered because there was no single location for many functions among MTMC headquarters, subordinate commands and port units.

The tooth-to-tail ratio in these support areas was also a cause for concern. MTMC had 15 to 20 percent of its total authorizations performing support functions. This number far exceeded the ratios of comparable commercial and

The first step in the Strategic Planning Group's work was development of a MTMC Strategic Plan. In the fall and early winter of 1999, Strategic Planning Group members worked on the development of Strategic Plan 2000—a blueprint to focus the command for the next two years. The group matched work, process and output with authorizations, supervisors, and organizational layering.

Implementation of the plan's objectives was begun at once. Representatives of the different organizations and staff sections worked to meet strategic plan goals. Monthly meetings were held to monitor progress and results as the organization's modification began. Hiring was restrained and some positions were eliminated. The supervisor/employee ratio was increased from 1 to 6.7 to 1 to 13.6.

## *Battalion Evaluation Group*

MTMC terminal units had nearly identical missions, but no standard structure. A Battalion Evaluation Group was formed of four MTMC terminal commanders. Group members developed

a standard port model staffing of 26 with factoring elements that could be used to justify augmentation based on the military concept of mission, enemy, terrain and tactics.

This standardization provided a positive training impact. Terminal commanders trained their military and civilian staffs to precise standards. As a consequence, MTMC workers could be shifted to other ports—a real force multiplier.

Changes were also made in the organizational structures of the 598th Transportation Group and the 599th Transportation Group. The staffing and job descriptions of the two organizations, with identical missions, were made similar.

In spring 2000, awareness began to build that there were other areas where efficiency was possible.

*The Strategic Planning Group began looking at a new MTMC organization in late 1999. Pictured is Leon Parrish, President, Local 909, American Federation of Government Employees.*



industrial firms. As a solution, a study group recommended the centralization of these workloads at MTMC Headquarters. Through aggressive personnel management, no MTMC employees impacted by these actions will be negatively affected through Sept. 30, 2001. The numbers of employees affected is quite small—about a dozen—as a consequence of good personnel management policies and programs.

Together, the battalion standardization and centralization efforts netted a savings of 291 civilian positions and 25 military authorizations, which were returned to the Army.

### *Changes*

An expected bonus of MTMC reorganization efforts was the ability to reshape the organization as it moved from Falls Church, Va., to Alexandria, Va.—in the summer of 2000. This allowed workspaces to be designed to reflect the new, gradually restructuring MTMC Headquarters organization. It also enabled the Command to return leased space back to the Army.

With the beginning of fiscal year 2001, implementation of the study group recommendations and centralization processes began in earnest. Terminal commanders began transforming their battalions, while



*Four MTMC commanders developed the design to standardize battalion organizations. From left: Lt. Col. Kevin Davis, Lt. Col. Prescott Marshall, Lt. Col. Kathleen Pedersen, and Lt. Col. Mike Schiller.*

accommodating some local national concerns at overseas locations. To limit the impact on MTMC employees, outplacement efforts included Department of Defense Priority Placement Program and the Voluntary Separation Incentive Program. Initially, 100 MTMC employees were at risk due to downsizing. This figure has been reduced to approximately a dozen.

With all these moving parts well into execution, reorganization planning now shifted to the redundancies of MTMC's two continental United States operating headquarters and the cost vs. return of Information Management software systems.

### *New Reorganization Initiatives*

There were good reasons to form the Deployment Support Command in October 1998. However, with today's technological advances and communications media, the practical aspects of having two nearly identical headquarters only a few hours apart—with missions that overlapped—is a cost the Command can ill afford. Similarly, the explosion of commercial transportation systems begged for a review of MTMC automation transportation software systems. A study is under way now to



*PowerTrack data is reviewed by Mary Lou McHugh, Deputy Undersecretary of Defense for Transportation Policy; Ken Stombaugh, Assistant for Travel and Traffic Management; and Tom Hicks, Implementation Director for Management Reform Memorandum #5.*



*Chief Mate Gil Fileccia (left), of the Cape Douglas, exchanges information with Capt. Ken Wear, a MTMC operations officer.*

determine if existing commercial software systems are available that can do the work of at least 70 percent of MTMC's existing systems. Most major MTMC automation systems are under review. They include the Integrated Booking System, Global Freight Management, Worldwide Port System, Transportation Operational Personal Property Standard System, and the Asset Management System. More changes are likely in Information Management systems in the future as MTMC stays on the leading edge of technology.

### *Move to a Single Headquarters*

In order to eliminate the overhead and inefficiency of two headquarters, 150 miles apart, the Command recommended a split-based headquarters. The Army has now approved that recommendation. In a process that is to be phased in through June 2003, MTMC will slowly consolidate that portion of operations currently located in Alexandria to Fort Eustis.

In the immediate future, the Deployment Support Command will be inactivated as a separate command. The end result will be one headquarters—at two locations.

In the future, MTMC's general officer at Fort Eustis will serve as both Deputy Commanding General and Director of Operations. The reorganization will eliminate duplicate staff functions, improve global operations, and cut approximately 260 personnel spaces, 252 civilian and eight military, or 11 percent of MTMC's 2,346 current

authorized positions. Every opportunity will be made to provide assistance to affected employees. Process action teams have been formed to define job duties and responsibilities. This work will be completed by the end of the year. In no case, however, will any employee be adversely impacted by this initiative before June 30, 2003.

The reorganization will allow MTMC to provide seamless end-to-end support to the warfighting Commanders-in-Chief. In addition, the new organization will provide a single global, surface movement, process manager as the Director of Operations for MTMC.

### *Bottom Line*

This transformation has been a

collective process. In four fiscal years, 1999-2003, the output of the Military Traffic Management Command is being enhanced. The collective organization and the warfighting Commanders-in-Chief will be the real beneficiaries. The changes in MTMC are now mostly complete. In doing this, since fiscal year 1999, 638 civilian spaces and 47 military positions have been cut and

*See Reorganization, pg. 53*



*Commanders review their organizations: Col. Tom E. Thompson (left), former Commander of the 598th Transportation Group, and Col. John Bordwell, Commander of the 599th Transportation Group, develop plans in early 2000 to standardize the organization of their units. Thompson now serves as MTMC Chief of Staff.*



By Bill Cook  
Public Affairs Specialist  
Deployment Support Command

*The U.S.-flagged MV Merlin participated in one of MTMC's biggest multi-ship movements since the Kosovo entry in mid-1999.*

## Beaumont's 596th Group moves flotilla of vessels to Kosovo

In the largest multi-ship contingency loading since America's entry to Kosovo in mid-1999, the Military Traffic Management Command has moved a task force for overseas service on three separate maritime vessels.

The MV Merlin, MV Project Arabia and MV Skandenborg

were loaded April 4-13 by the Deployment Support Command's 596th Transportation Group, Beaumont, Texas.

The ships carried a task force of 101st Airborne Division (Air Assault) and 3rd Infantry Division, bound for Kosovo peace-keeping duty to Bourgas, Bulgaria.

The mission began routinely—but then soared to a massive movement, said Ken Pendergraft, Chief of Operations.

Eventually, the task force consisted of more than 1,000 pieces of cargo, including wheeled and tracked vehicles, containers, and helicopters—AH-64 Apaches, UH-60 Blackhawks, OH-58 Kiowas, and the huge twin-rotor CH-47 Chinooks.

Because Bourgas is a small port, three vessels replaced a single large ship for the mission.

Challenges abounded for the Texas transporters. All three ships arrived in port later than anticipated—shrinking the time transporters had to load.

“The first ship, the MV Merlin, was smaller and presented



*Capt. Brian Smith coordinates with Boatswains Mate 1st Class Leo Stephens, of the Military Sealift Command.*



unique obstacles, like ramp configurations that made stow planning for all that equipment difficult," said Pendergraft. "We've got excellent planners here, though. They made it work."

Stow planning went into high gear.

"Flexibility is the key," said Ralph Cote, Senior Marine Cargo Specialist. "When one way didn't work, we put our heads together and kept trying until we found a way that did."

Warfighters were considerably impressed.

"To my amazement, they

# Flotilla

**From a small boat, one really gets an idea of the size of a task force. Ships are everywhere, standing up stark and stolid and black against the cathedral clouds ...**

**From No Place to Hide by David Bradley**

made it all fit," said Capt. John Hall, 3rd Infantry Division Liaison Officer to the port.

Similar comments came from Capt. Tom Fortunato, the Assistant Division Transportation Officer for the 101st.

"Some of the deck heights looked lower than our helicopters," said Fortunato, "but everything went right in."

"Top to bottom, left to right—there sure wasn't much space left over—but then I guess that's what a good stow plan is supposed to do."

A cooperative spirit from the Port of Beaumont

assisted the loading.

High winds thwarted the efficiency of shrink-wrapping the helicopters.

"The large, light plastic sheets of material billowed like sails in the wind, making it impossible to get it wrapped around the aircraft," said Chief Warrant Officer Mark Bectel, of the 101st.

"The use of the building was a godsend, plus it allowed our soldiers to carry out their mission in the shade rather than the hot sun."

MTMC transporters faced an unusual twist: the three chartered vessels did not have sufficient space for all the cargo.

Almost 4,000 square feet of cargo remained on the dock when the loading was completed.

Planners had provided incorrect data on space requirements, said Capt. Brian Smith, action officer for the deployment.

"We weren't able to fit every single piece of equipment, but we managed to pare that estimated 4,000 sq. ft. of excess cargo down significantly," said Smith.

"Our excellent planners worked and reworked the stow plans until we were able to fit everything except a wrecker, a five-ton tractor, and two flat-bed trailers.


The four leftover pieces were sent to Houston for shipment to Bulgaria, via Piraeus, Greece, aboard the MV Danniela.

"The cargo will reach its destination at no additional expense to the government," said Smith.

Mission complete.

"It's all in a day's work," said Pendergraft.

Smith agrees.

"The 596th is a world-class team," said Smith. "The cumulative experience here allows for calm, quick, and correct adaptation to any changes that come our way. Our mission will get done." 



***Ken Pendergraft (right), Chief of Operations, uses blueprints of the MV Merlin's cargo areas to discuss cargo configuration with longshoremen.***

# Black Sea port provides MTMC many advantages

The trio of ships that sailed from Beaumont, Texas, in America's heartland, had a destination half a world away: Bourgas, Bulgaria, on the Black Sea.

It had been a long trip. The ships traveled 6,675 nautical miles.

The distant location has unique attributes for the American military and the peacekeeping efforts in Kosovo.

Use of the Bourgas port provides us with another entry into the Balkans. In addition, the use of Bulgarian military and civilian personnel reduces the size of the American port presence. We did a successful load out in February. Now a regular discharge is scheduled.

The first ship to arrive was the MV Merlin on April 30. The MV Project Arabia arrived May 7, and the MV Scanderborg on May 8.

The equipment comes from several Army units. For this operation, they are headquartered by the 101st Airborne Division (Air Assault) of Fort Campbell, Ky. This is the first time the majority of an American peacekeeping force to Kosovo has come from the U.S.

Discharge was accomplished by our port operator, the 953rd Transportation Co., Piraeus, Greece. The ships were unloaded by a mix of contracted Bulgarian labor and American military equipment operators.

The biggest challenge for us was training the Bulgarians on our methods and equipment. We had to maintain positive control on every aspect of the operation. We had language and cultural challenges.

"It's very challenging conducting port operations in Bourgas, Bulgaria," said George Kokonos, Terminal Manager, 953rd Transportation Company.

"The port stevedores don't have experience handling U.S. military equipment, or our techniques for lifting vehicles and lashing them to rail cars. It took a couple

By Lt. Col. Gary R. Stanley, Commander, 839th Transportation Battalion, and Bram de Jong, Command Affairs Officer, 598th Transportation Group

of days before they understood that this was not Russian equipment."

Our use of a large, experienced deployment support team helped the process. In the end, we learned from each other, and things were very efficient by the discharge of the last ship.

"This has been a fast indoctrination into

*"The image some people have of  
MTMC*

*as being in exotic lands,  
holed up in a hotel,  
could not be*

*farther from the truth.*

*We work and live side by side  
with the warfighter in places*

*I could never have imagined  
being when I joined the Army."*

MTMC," said Sgt. 1st Class Terry Allen, a marine cargo specialist with the 953rd transportation Co.

"The image some people have of MTMC as being in exotic lands, holed up in a hotel, could not be farther from the truth. We work and live side by side with the warfighter in places I could never have imagined being when I joined the Army."

Sgt. 1st Class Delenor Wilson, a marine cargo specialist with the 839th Transportation Battalion in Livorno, Italy, agrees.

"I am deployed many times," said Wilson. "No deployment is the same—each one is different ... the common goal

is to complete the mission. Generally, with good people here, you can overcome the language barrier with 'sign' language."

The work on the Black Sea was another whistle stop for Michael Pittas, System Administrator/Shipment Clerk with the 953rd Transportation Co.

"It's just another temporary duty for us in the documentation world," said Pittas. "The work is the same, whether it's in Greece, Bulgaria, Albania, or any one of a dozen other ports we might find ourselves in."

"It's always different faces, different places, and new challenges to overcome."

The 14th Movements Control Team, Livorno, Italy, handled the onward movement by rail of supplies and equipment from the port to Camp Able Sentry, Macedonia. That is where American soldiers fell in on their vehicles for the motor movement to Kosovo.

It was another story for the helicopters, which military and contract personnel, under the supervision of the 2/502 Aviation Battalion, in Mannheim, Germany, reassembled. The helicopters were then flown under their own power into Kosovo.

After several port actions on the Black Sea, we are now calling our temporary port organization Task Force Bourgas. We work with the Military Sealift Command, and of course, the 29th Area Support Group, Kaiserslautern, Germany. The latter handles housing, meals and force protection.

"Bourgas provides the Army with another choice in the Balkan Area of Operations," said Lt. Col. Tom Boyle, Task Force Commander.

"It provides us with flexibility and an opportunity to have multiple choices in how we deploy and redeploy forces to and from Kosovo." ▲



# Commercial discharge at Sunny Point signals new era

The movement of a massive steam turbine generator into Military Ocean Terminal Sunny Point has ushered in a new era.

For the first time in history, commercial cargo has been unloaded at the Cape Fear River facility.

Opening the Sunny Point, N.C., facility to commercial cargo is part of a new initiative of the Military Traffic Management Command. The commercial use will enhance the training of port personnel and earn money for the facility's operation.

"This mission has been successfully completed," said Maj. Gen. Kenneth L. Privratsky, Commander. "You can expect more commercial use to follow."

The first cargo, which arrived June 24 on the Giga Trans, presented unique challenges. The steam turbine generator, moved in two separate pieces, weighed more than 760,000 pounds.

Intermodal Terminal Inc., a logistics company based in Houston, Texas, searched for a port that could handle the offloading and transport of the oversized generator. The firm discovered the cargo was too large to fit between various train trestles and bridges along the rail routes from nearby Atlantic Ocean commercial ports.

The solution they found was the Military Traffic Management Command's Sunny Point facility. A pilot program allowing the U.S. Army to conduct commercial movements from the Carolina port was approved in April 2000.

"They said that Military Ocean Terminal Sunny Point was the only solution to their problem," said Wayne Howard, a traffic management specialist at MTMC's Deployment Support Command, Fort Eustis Division.

"We had to closely scrutinize the request, re-evaluate the rail and wharf capability, and review in greater detail the mechanics of the operation from a safety perspective before we offered and provided a recommendation of approval to MTMC headquarters," said Howard.

"We did everything to determine the feasibility of handling an item of this size

By Larry D. McCaskill  
Public Affairs Specialist  
Deployment Support Command

be able to handle the massive pieces of machinery.

"It was a challenge, but the two portions of a steam turbine generator were offloaded without a problem," said Steven Kerr, Cargo Operations Chief, at Sunny Point. "The ship arrived Sunday and the discharge began the next day."


The ship's crew and Stevedoring Services of America conducted the discharge.

The heavier section was discharged to a special highway trailer on the pier, then placed on a special 12-axle railcar. The smaller section was discharged directly from the ship to a 12-axle railcar on the pier.

With great care, the two steam turbine generator sections were transferred 12 miles via MTMC's rail line to nearby Leland. From there, CSX moved the heavy equipment to Hamlet, N.C.

The Sunny Point facility is operated by the 597th Transportation Group, on a 16,000-acre, Army-owned site.

The facility, opened in 1955, is the key ammunition shipping point on the Atlantic Coast for the Department of Defense.

For more information, contact Wayne Howard at (757) 878-8543, at the Deployment Support Command's Terminal Operations Division. 



*Movement of giant steam turbine sections through Sunny Point is historical – the first commercial use of the port.*

and weight. It presented the organizational staff with many challenges, but we preserved the challenges, and collectively, we were able to find answers to some difficult questions."

Stress tests on the wharf and rail lines assured Howard that the terminal would

# Transporters complete **complex** NTC rail move

**D**eployment Support Command transporters say it was the most complicated rail movement to the National Training Center in a decade.

More than 1,500 railroad cars from many locations had to be synchronized and forwarded to the center at Fort Irwin, near Barstow, Calif.

The Deployment Support Command accomplished the mission and moved the rail cars into position two days early. The return trip was accomplished five days ahead of schedule.

"In spite of the magnitude and tight schedule of this rotation, I believe it was one of the smoothest ones I have worked on in my 12 years here at the National Training Center," said Victoria Wagstaffe, Lead Freight Rate Specialist at the center.

MTMC's warfighter customers who benefited in the movement included the 4th Infantry Division, Fort Hood, Texas, and the 3rd Armored Cavalry Regiment, Fort Carson, Col.



*More than 1,500 railcars were offloaded and uploaded simultaneously to support April rotations.*

By Larry D. McCaskill  
Public Affairs Specialist  
Deployment Support Command



*Staff Sgt. Jason Russell, 1205th Railway Operating Battalion, drives locomotive during rail operations at Marine Corps Logistic Base, Yermo.*

Normally, units deploying to the National Training Center use prepositioned equipment located at Fort Irwin, said Wagstaffe. In this rotation, however, warfighters brought more than 2,850 pieces of their own equipment.

This added equipment more than doubled the normal 350-railcar move to nearly 800.

Coupled with the simultaneous departure of two other large deployments, the capacity of Marine Corps Logistics Base, Yermo, Calif., was put to an extreme test. Located 30 miles from the training center, the Marine Corps base has a maximum capacity of 720 rail cars, but a much smaller working capacity.

In order to ensure a smooth flow of equipment and rail cars, the Deployment Support Command team worked at Fort

Hood, Fort Carson, Fort Irwin, and the Marine Corps Logistics Base.

The team, consisting of Maureen Carlo, Darius Clarke, Arlene Beard and Brian Rivera, assisted all operations and cargo documentation.

Each of the team members worked at one or more of the installations, and later, on the equipment return during the last three weeks of April.

"I remember wearing that uniform, and I could relate to how the soldiers felt," said Clarke. "I wanted to do everything

I could to make things as smooth and easy as possible."

The deployment had high visibility on its own merits. An infantry and aviation brigade from the 4th Infantry Division used the exercise as a demonstration of new battlefield technology. The soldiers used equipment enhanced with computers, Internet-connected radios, and satellite-fed global positioning systems.

"We stayed on top of this one very closely," said Evert Bono, Chief, Negotiations Division.

"We wanted to ensure the warfighter was not delayed in any way."

The transporters were able to leverage technology by taking advantage of the railroad's electronic data interchange, or R-EDI system.

"It allowed us to document the movement of the trains out of Fort Irwin a lot faster than normal," said Carlo, a traffic





*MTMC transporters discussing rail operations include Staff Sgt. Jason Russell (center), 1205th Railway Operating Battalion, and Maureen Carlo.*

management specialist who coordinates National Training Center rotations.

The R-EDI is an electronic way-billing program developed for the nation's commercial railroads by the Association of American Railroads.

The electronic system gives instant information to the originating railroad and all interlinking railroads that a train is on their lines. As a result, railroads are able to pull the trains earlier than if they had waited for the normal process.

"Using the R-EDI system was very advantageous," said Carlo. "We were able to satisfy our customers' requirements and get the equipment redeployed in a timely fashion."

Warfighters praised the deployment.

"The Deployment Support Command

and the use of the R-EDI system made all the difference in the world," said Maj. Gary Franklin, Division Transportation Officer, 4th Infantry Division.

Warfighters provided data to the Deployment Support Command team for loading into the system, said Franklin. This provided timely rail movement, and eliminated delays caused by the preparation of paperwork.

"It's always beautiful to watch a plan unfold so smoothly," said Franklin.

Key rail operations actions were performed by Army Reservists from the 1394th Deployment Support Brigade, Camp Pendleton, Calif., and the 1205th Railway Operating Battalion, Middletown, Conn. Both units are aligned with the Deployment Support Command.

A seven-man team from the 1394th ensured all rail car tie-downs were correct. The 1205th provided an engineer and a brakeman, which allowed for extended rail operations work hours.

"(The Reservists) eased a lot of the normal strain, and their being here was money well spent," said Franklin.

The operation was a prime example of team effort, said Carlo.

"We provided the kind of customer service that is expected from MTMC by doing what we do best—getting the equipment where it needed to be and getting it there on time."

(This article includes information from an American Forces Press Service release by Spec. Johnny A. Thompson, 4th Public Affairs Detachment, Fort Hood.)

# MTMC *STREAMLINES* carrier qualification

**I**n the immediate future, it will be easier to qualify to be a Department of Defense-approved freight carrier.

The Military Traffic Management Command is streamlining the process of carrier qualification through the command's Web site.

What used to take several weeks may soon be accomplished in 24 to 48 hours.

"By doing this, we'll bring in more qualified carriers in a faster, paperless fashion," said Maj. Donna Johnson, Chief, Automation Branch, Operations Division.

"This will greatly reduce the bureaucracy a qualified carrier is confronted with when trying to haul Department of Defense freight."

A test is under way right now. Automation is expected to be in place within 90 days for full implementation.

Carriers in the following categories will qualify: common, hazardous materials,

bulk fuel, shipper agents, freight forwarders, air freight forwarders, brokers, and transportation protective services.

The Department of Defense has required a qualification program since 1991.

The impetus for the change comes from the new technology available, said Johnson.

No longer will MTMC maintain file cabinets filled with the qualification packets of MTMC's 600 carriers.

"It will be an entirely Web-based, automated process," said Johnson, "working closely with the Department of Transportation."

To announce the changes, MTMC will begin briefing industry trade associations and organizations.

In the past, prospective carriers have complained about the difficulty of the qualification and the steps required for completion.

The streamlining includes reducing the

steps and requirements for carrier qualification and the Web application.

Previously, the qualification required 13 individual forms and certifications. Now the qualification will require just three documents.

Among the steps that have been cut are duplicate requirements of both MTMC and the Department of Transportation. MTMC has now cut these steps from the Department of Defense qualification.

In addition to making qualification easier, the new program should attract more quality carriers interested in doing business with the Department of Defense, said Maj. Gen. Kenneth L. Privratsky, Commander.

"Simply put, we want quality carriers hauling the Department of Defense's freight," said Privratsky.


"This new qualification requirement will enhance that process."

MTMC tested the new system via a simple pilot with Landstar.

"It was on the Web page and easy to do," said Ashlyn Neil, Landstar Office Manager of Government Transportation Services, who coordinated the test.

Formerly, the process was laborious, said Neil.

She should know. Previously, Neil helped coordinate the qualification of several of Landstar's trucking organizations.

The carrier certification process will be published in MTMC Rules Publication 1-B. Formerly, the regulation was found in 32CFR, Part 619. 

*Rodney White checks returned equipment from Haiti.*





# Industry challenge: MTMC should try different OTO approach

**H**urdle by hurdle, the Military Traffic Management Command has been reducing the time required to process one-time-only contracts.

What once took an average of over 35 days is now routinely below 10 days—and headed for under five days.

One-time-only cargoes are those which do not fall under regular liner contracts. Many of these cargoes involve over-size

**“Your goal should be to reduce one-time-only contracts from 1,400 to 500, or to 400, or to zero,” said Garvin.**

freight or transportation to a remote location.

However, an ocean shipping representative says MTMC is going about trying to move these cargoes in the wrong direction.

Attack it in a different way, suggests Mike Garvin, Director, Government Services, Matson Navigation Co., Inc.

“Encourage partners to take over that part of the business,” said Garvin on

April 3 at the MTMC 2001 Training Symposium, in Dallas.

Garvin was at a session that included MTMC briefings on both one-time-only cargoes and the pending Universal Services Contract #03.

In 2000, MTMC had 1,386 one-time-only contracts valued at \$25.5 million, said Lt. Col. Kathleen Pedersen, of the Joint Traffic Management Office. These cargoes seemed to peak in late spring and summer.

Ninety percent of these cargoes are now processed in 10 days or less, said Pedersen. Five-day processing is the goal, added Pedersen.

Garvin suggested another approach.

“Your goal should be to reduce one-time-only contracts from 1,400 to 500, or to 400, or to zero,” said Garvin.

How do you do that?

Add a percentage of the one-time-only cargoes to the Universal Services Contract, he said.

“Reduce the need for one-time-only contracts with more line items,” said Garvin. “Let the carriers (in the Universal Services Contract) know you can get this cargo, but you have to participate in some percentage of the (one-time-only) cargo.

“So, it’s not all gravy.”

Garvin said that the Universal Services Contract is a platform that MTMC contract developers can expand to include most, or all, of the one-time-only cargoes. He suggested contract language



*Mike Garvin says MTMC should try a different approach to one-time-only cargo contracts.*

that is not “overly specific.”

“It is a way to get there,” said Garvin.

Transporter Robert Dawson, of the Joint Traffic Management Office, called Garvin’s thoughts “a good idea.”

Dawson, who briefed the status of the Universal Shipping Contract #03, cautioned that many of the one-time-only requirements are for remote regions with little maritime traffic.

“We don’t always know where cargo is going,” said Garvin. 📍

# Vehicles damaged, destroyed in vessel fire

**A**s many as 175 vehicles belonging to Department of Defense service members were destroyed or damaged in a mid-ocean ship fire June 9.

The vehicles were aboard the Tellus, an American Roll-on/Roll-off Carriers vessel, which docked June 14 in Bremerhaven, Germany.

The fire destroyed 51 cars, said Bill Antonelli, Vice President, American Auto Logistics, Inc., MTMC's prime contractor for moving privately owned vehicles.

Owners of the vehicles include 36 Army, 13 Air Force and two Navy service members. As of July 5, financial settlements have been reached with 28 of the owners.

Another 124 vehicles have varying amounts of damage, he said. Some of the vehicles have light damage, typically caused by smoke or ash.

The cause of the fire has not been determined. Currently, investigators are working on the assumption that the fire began in a vehicle's electrical system, said Antonelli.

"This could involve keys remaining in the ignition, faulty installation of electrical or sound equipment, faulty wiring insulation, or similar conditions," said Antonelli.

Automatic fire extinguishers put out the flames.

"Prompt extinguishing of the fire substantially limited the damage to cargo and vessel, said Antonelli.

Unaffected were 168 other privately owned vehicles and other MTMC cargo such as M-1 tanks. The 168 vehicles have been inspected, found to be damage-free, and have been discharged for release to their owners.

"We're in the process right now of identifying the owners of the damaged vehicles," said Antonelli.

The heat and intensity of the fire destroyed many Vehicle Identification Numbers, he added.

The fire was reported when the Tellus was three days' sailing distance from the United States. The fire did not affect the seaworthy condition of the ship. The vessel was rerouted from its original destination of Radicatel, France, to Bremerhaven.

An owner notification and compensation process is under way, said Antonelli. Each vehicle is now being inspected by Dekra, an approved agent of the German government, to determine damage.

"For each unaffected vehicle," said Antonelli, "Dekra will issue America Auto Logistics a certificate stating it is safe for the road."

*At right are three of the 44 privately owned vehicles destroyed by fire June 9 on the Tellus. Approximately 131 additional vehicles were damaged by smoke and ash.*





The following compensation will be available for owners of lost or damaged vehicles, said Antonelli:

- Claims will be settled using the Kelly Blue Book retail values.

For members who possess clear titles to totaled or destroyed vehicles, American Auto Logistics will issue a settlement check upon receipt of each signed transfer of original title and settlement release.

For members who have liens on their vehicles, American Auto Logistics will issue settlement checks upon receipt of member-signed releases and lien-holder guarantees confirming release. In the case where liens on cars exceed the Kelly Blue Book value, American Auto Logistics will seek settlement with both the member and lien holder.

- The contractual \$20,000 limit of liability will be waived for this specific incident.

- American Auto Logistics will provide a rental car for up to 30 days from the date of settlement, or required delivery date, whichever is sooner.

- Members not requiring a rental car will be offered \$1,000 in lieu of a rental car at settlement date.

- Classic and antique vehicles will be settled at their appropriate market value.

- The ocean carrier, American Roll-On Roll-Off Carriers, Inc., along with American Auto Logistics, will provide free transportation of a second vehicle, replacing the vehicle that was destroyed or determined to be a constructive total loss, from the point of origin to the destination vehicle processing center. Affected vehicle owners should contact the origin vehicle processing center or Irene Markoglu, at Logistics Coordinators Limited, (201) 505-4002, e-mail [imrkoglu@wlhinet.com](mailto:imrkoglu@wlhinet.com). This option will expire Oct. 1.

- American Auto Logistics has arranged for reduced pricing with Overseas Military Sales for members to purchase replacement vehicles for those units that have been destroyed or determined to be a constructive loss.

#### *Safety- and health-related damage*

Before delivery to each member, American Auto Logistics will repair, replace or clean any damaged or soiled parts or components affecting the safety of the vehicle or health of the member.

- Rental cars will be provided for members who do not have repairs completed by the required delivery date.

- Upon completion of repairs for cars that have exceeded the required delivery date, each member will have up to three days to return the rental car and pick up the vehicle at the destination vehicle processing center.

#### *Non-safety-related damages*

For all other damages, and to expedite the claims settlement process, it is recommended that members file directly with American Auto Logistics' agent, Logistics

Coordinators Limited, Montvale, N.J., or use the expedited claims option available at the destination vehicle processing center.

Additional information is available from: Rich Holland Moritz, 011 49 6107 9440; facsimile, 011 49 6107 8691; toll-free within Germany, 00800 87267227; e-mail, [Rmoritz@wlhinet.com](mailto:Rmoritz@wlhinet.com).

Overseas customers: Evelyn Dullaghan, Transcar, 011 49 6107 944116; facsimile, 011 49 6107 8691; toll-free within Germany, 00800 87267227; e-mail, [Edullaghan@transcargroup.com](mailto:Edullaghan@transcargroup.com).

Continental United States customers: Greg Wellstead, (201) 505-4375; fax, (201) 505-0634; e-mail, [Gwellstead@wlhinet.com](mailto:Gwellstead@wlhinet.com). 

## Suspect in custody **Five missing BMWs found; one still gone**

**f**ive of six missing late-model BMW motor cars that were part of a Military Traffic Management Command cargo have been recovered.

The five luxury vehicles belonging to Department of Defense service members were found in North Charleston, S.C.—not far from the Port of Charleston, where they had been reported missing.

The 2001 BMW vehicles were found within a few days of the incident by local law enforcement agencies, said Bill Antonelli, Vice President, American Auto Logistics, Inc.

Police have arrested a suspect, said Antonelli.

"When apprehended, the suspect was found to have ignition keys for all six stolen cars," said Antonelli. "The suspect is reportedly cooperating with the Charleston Police and it is expected that the remaining car will be recovered shortly, as well."

The vehicles suffered some minor damage, said Antonelli.

"American Auto Logistics has been working with the owners to resolve any

claims for damage to the vehicles as rapidly as possible to minimize the inconvenience to owners," said Antonelli.


The six vehicles were originally reported missing June 13. They were delivered June 9 to the Port of Charleston from Europe by the Tanabata, operated by American Roll-on Roll-off Carriers, of Montvale, N.J.

The vehicles were being moved from Europe on behalf of American Auto Logistics, Inc., of Monroe, N.Y., the prime contractor of MTMC's Global Privately Owned Contract.

The firm moves an average of 75,000 privately owned vehicles a year.

Vehicle owners have been notified of the incident by the Charleston Vehicle Processing Center, which was awaiting delivery of the vehicles.

The six owners include three soldiers, two airmen and a sailor. They ranged in rank from an Army major to a Navy petty officer second class.

MTMC has notified the Army, Air Force and Navy claims offices of the incident. 



*Ocean carrier shipments—like this load of containers in Thessaloniki, Greece, headed for Army peace-keepers in Kosovo—will now be paid from a centralized MTMC office.*

# Command to centralize ocean carrier payments

In another sign of the Military Traffic Management Command's ongoing reorganization, the payment of ocean carriers is now being centralized.

Worldwide payments to ocean carriers are now being made by the Intermodal Cargo Analysis Division, a unit of MTMC Headquarters Resource Management, located at the Deployment Support Command, Fort Eustis, Va.

The phased transfer of responsibility for worldwide payments began in April and is now nearing completion.

Before the centralization of payments, MTMC was paying ocean carriers from three different regional offices.

The 598th Transportation Group, Rotterdam, the Netherlands, paid ocean carriers from an office in London. The 599th Transportation Group, Wheeler Army Airfield, Hawaii, made its payments from an office in Yokohama. Ocean carrier payments for the continental United States

were made from the Deployment Support Command.

In all, the Intermodal Cargo Analysis Division workload is expected to increase an average of 360 invoices monthly from Europe and 180 monthly from the Pacific.

The division is up to the job, said Isaac McGlothen, Chief.

"I'll have a lot more responsibility," said McGlothen. "I already have a team set up specifically to handle the European-Pacific payments."

The initiative is part of a bigger MTMC effort to centralize personnel, supply and finance workloads.

"This is a part of the centralization and the continued streamlining efforts to make MTMC more effective and efficient," said Reuben Bangan, of the MTMC Headquarters Resource Management Office.

The European and Pacific offices will close by Sept. 30. 🌐



# MTMC will contract for its container management

In a major shift of the way it does business, the Military Traffic Management Command has decided to let private enterprise manage its containers and leasing operations.

All 10,000 of them.

In the future, MTMC's containers will be leased from private enterprise. They will be managed by a single commercial contractor.

The decision to contract for container management was made May 15 by Maj. Gen. Kenneth L. Privratsky, Commander.

"We looked at the way we managed our common user containers," said Tom Strausbaugh, Chief, MTMC's Intermodal Equipment Branch. "We also looked at the way they're handled when they leave our hands—and what happens to them.

"We also looked at the business process associated with providing leased containers to Department of Defense customers."

A business case analysis was performed by Logistics Management Institute, of McLean, Va.

Under the new concept, MTMC will gradually withdraw from owned containers.

In its place, a single private contractor will be responsible for maintaining a specified number of containers at key facilities and geographic locations, and for providing leased assets. A contract could be effective by Oct. 1, 2002.

The contractor will be responsible for maintaining container serviceability and replacing containers as they are shipped.

Where are the Department of Defense containers now?

"The containers are supposed to be at ammunition depots managed by the Operations Support Command in the continental United States," said Strausbaugh.

"The reason you want them there is for quick action in a contingency and to move certain peacetime cargo.

"In practice, however, the container and its ammunition move one way," said Strausbaugh. "As a consequence, containers once delivered overseas may remain there for prolonged periods. Often, the

not where they are needed. And returning empty containers is expensive.

Currently, MTMC has 37 employees associated with the MTMC container program. With a contractor performing container management, MTMC will manage the same program with six employees.



*One of the 10,000 containers owned by MTMC is supported on this flatbed truck in Charleston, S.C.*

containers are used for purposes other than moving ammunition."

MTMC's efforts to manage the containers have been frustrating.

Containers used to move ammunition must be in near-perfect condition.

"Considering that the average age of the containers is 12 years," said Strausbaugh, "you can see the problem we have."


As many as one-quarter of the containers are considered unserviceable for meeting the high standards for hauling ammunition.

In addition, most of the containers are

What will happen to the Department of Defense containers?

Containers that are still serviceable will be transferred to other military users. Those in poor condition will be disposed of through the Defense Reutilization and Management Office, or offered for non-transportation uses such as storage, said Strausbaugh.

The proposed contracting process is expected to take several months.

To obtain additional information, Tom Strausbaugh may be contacted by email at [strausbaught@mtmc.army.mil](mailto:strausbaught@mtmc.army.mil) or by phone at (703) 428-2436. 

# SUMMER SURGE brings business to Dallas VPC

**A**s the days turn hot in early summer, the workers in the Dallas Vehicle Processing Center get ready: the summer surge is ahead.

The second-busiest center in the United States is soon to be overrun by service members sending or receiving their vehicles.

The Dallas center ships an average of 7,000 vehicles a year as part of the Military Traffic Management Command's Global POV Contract. The center's vehicle volume is second only to Hawaii. On one record day, 16 car carriers visited to load and unload vehicles.

Bill Antonelli, Vice-President of American Auto Logistics, Inc., shakes his head in amazement at the numbers.

"The fact is, we handle the vehicles the same way all over the world," said Antonelli.

Antonelli's Monroe, N.Y., firm is the prime contractor for the shipment of 75,000 vehicles every year for MTMC.

Off the dusty streets of Texas State Highway 121, about 15 miles from the Dallas-Fort Worth Airport, the customers come—and keep coming.

Ron Pepka, Manager, and his four clerks and eight inspectors are ready.

"The cycle starts about the 1st of May, when things really begin picking up," said Pepka. "June, July and August are extremely busy.

"I've had 65 people in a single day."

Customer service is stressed, said Pepka.

"Customer service is what drives the whole operation," said Pepka, who manages a center for contract subcontractor Unified Aircraft Services, Inc.

Why is the center so busy?

"We cover a big area," said Pepka. "We cover all of Texas.

"We have service members bringing in their vehicles from as far

away as Wichita, Colorado Springs and Albuquerque."

Among the center's customers on April 3 is Staff Sgt. Anthony Magiera, of the 1st Cavalry Division, at Fort Hood, Texas.

Magiera, a tracked equipment mechanic, is shipping out to a prepositioned equipment center in Brunssum, the Netherlands.

This is the first time Magiera has shipped a vehicle overseas.

How did it go?



*Staff Sgt. Anthony Magiera observes work of inspector Fabio Contreras.*




*Clerk Michelle Wederstrandt assists Lt. Col. Mark Simpson in shipping his car from Texas to Guam.*

"Great!" exclaimed Magiera, a veteran of Bosnia peacekeeping duty. "These guys were outstanding."

Inside, clerk Michelle Wederstrandt is helping a new customer: Lt. Col. Mark Simpson, of Dyess Air Force Base, Abilene, Texas.

Simpson is headed for a new assignment at Anderson Air Force Base, in Guam.

"This is working out very well," said Simpson.

United Aircraft Services operates other centers in Atlanta; Charleston, S.C.; Orlando, Fla.; Seattle; St. Louis; and Guam. 



## Personal property moves:

# Heavy **SUMMER SURGE** pushes industry capacity

By Don Dees  
Public Affairs Specialist  
Office of Command Affairs

**B**y mid-morning, movers had already emptied one tractor-trailer rig at the new home of Lt. Cmdr. Tony Califano, a Navy pilot who recently started a new assignment at the Pentagon.

By 11:30, another truck was rolling toward Califano's new Alexandria, Va., address.

Movers from Executive Moving Systems, Inc., of Woodbridge, Va., hustled to meet the second truck. The crew set aside bags of McDonald's burgers that Karen Califano, the Navy officer's wife, had picked up for them during the break between loads.

Crowbars and claw hammers pried at the crates. A rhythm of efficiency beat through the air. Boxes came off the truck and found their way on to the lawn.

At the foot of the loading ramp, a matter-of-fact Califano scratched through the item numbers on his inventory list. His wife directed the movers to spots in the house where the boxes could rest until unpacked. In no time, the two trucks pulled away from the curb and left the family to settle in with their belongings.

The Califanos arrived in Alexandria from the Naval War College, Newport, R.I. There, shippers came and packed out their household goods for the move. With 15 years of service under his belt, Califano figures he and his family have been through this drill half a dozen times.

This scene plays out time and time again between May and August every year. Personnel planners try to schedule change-of-station moves to coincide with the summer months in order to lessen the impact on military families.

This practice allows a smooth transition for school-aged children of service members. On the other hand, it coincides with what is known in the personal property industry as the "Summer Surge."

More than half of the 600,000 personal property moves managed by the Military Traffic Management Command



*Lt. Cmdr. Tony Califano checks off items from an inventory sheet as movers unload his family's household goods at Califano's new home in Alexandria, Va.*

*See Surge, pg. 45*

# Reservists run cargo loading all night

By Larry D. McCaskill  
Public Affairs Specialist  
Deployment Support Command

A constant stream of tanks, trucks and trailers roll along the docks at Savannah, Ga., to the ramp of the Cape Douglas.

It looks like a standard loading action of the Deployment Support Command.

Based at Fort Stewart and Fort Benning in Georgia, the 3rd Infantry Division is shipping more than 700 pieces of cargo, including 333 wheeled vehicles, 171 trailers, and 106 tracked vehicles.

But this is no standard MTMC loading on April 27 at the Garden City Terminal.

Virtually the entire Sealift Emergency Deployment Readiness Exercise is being performed by Army Reservists.

The 1173rd Transportation Terminal Battalion, of Brockton, Mass., is handling and performing all traffic management actions.

"Things went well," said Lt. Col. Rodney Willis, Commander.

"As always, you remain flexible during operations such as this one. As long as you recognize from the beginning that things might not go exactly as planned, you can adjust and move on."

Another Reserve unit was at work as well—the 1179th Deployment Support Brigade, of Brooklyn, N.Y. The unit helped ensure the warfighters' equipment was properly labeled and ready for loading.

MTMC's 841st Transportation Battalion, Charleston, S.C., performed single port operations.

The Reservists maintained a steady pace.

Vehicles flowed into the Cape Douglas all night long and into the following day's dawn. By the time the day shift took over operations, more than 400 pieces of equipment had been loaded.

"I am happy with the results at the port and at home station," said Capt. Timothy White, Transportation Officer of the division's 3rd Brigade from Fort Benning.

"Having the deployment support brigade personnel at the fort helped us identify problems with some of the cargo prior to its movement to the port," said White. "Those kinds of on-the-spot corrections obviously



*Equipment was loaded throughout the night in support of the 3rd Infantry Division's Sealift Emergency Deployment Readiness Exercise.*



save time at the port.”

Willis said planning, coordination and communication were essential to the success of the operation.

“Having a unit full of experienced soldiers enables you to anticipate what challenges may be ahead of you,” said Willis. “Knowing what might happen before it occurs can only help you guard against glitches.”

“We were able to stay on track and focused to do the job at hand.”

*More than 700 pieces of equipment were loaded aboard the Cape Douglas in support of the 3rd Infantry Division's deployment.*



# Successful port mission requires security

By Larry D. McCaskill  
Public Affairs Specialist  
Deployment Support Command

Ever vigilant, the silent sentries of the 4249th Port Security Detachment provide an often unseen presence at dockside.

One of three port security units which support the Deployment Support Command, members of the 4249th find themselves with a higher-than-average operation tempo.

The unit was supporting a Sealift Emergency Deployment Readiness Exercise in Savannah, Ga., in late April.

“On the average, we deploy twice a year on missions,” said Capt. Marty Pennock, Commander.

“When we deploy, we do so knowing that in most cases we will spend more than two weeks on active duty.”

There are no longer port security companies found in the active Army—all are in the Army Reserve.

With long, multiple missions each year, some might think the unit would have a problem with retention.

The opposite is true.

“Right now we are at over-strength,” said Pennock, a member since 1995. Part of what keeps the unit at strength is the

type of active duty training we offer.

“We give (unit members) a sense of purpose and they know whatever we’re doing will come in handy when we deploy.”

The Savannah exercise was an example. The unit was assigned to Savannah in support of a redeployment mission. When that mission ended, unit members stayed behind to support the Sealift Emergency Deployment Readiness exercise.

“I have a lot of personnel with military and law enforcement experience in the unit, and that makes my job a lot easier,” said Pennock. “They realize the loading operations provide for excellent training opportunities.”

The unit is fortunate to train at deployment sites where they might be

assigned in a contingency mission, he added.

“Port training allows units to build relationships with local law enforcement units,” said Pennock.

“We know the lay of the land and the local law enforcement agencies we’d be working with. We could hit the ground running and fall into place at a moment’s notice to assist in any real-time crisis. That kind of training is invaluable.”



*Staff Sgt. Tracey Hendy (left), Capt. Marty Pennock, and Spec. Thomas Holden review the day's mission.*

# MTMC's fuel surcharge gives truckers *relief*

Leesha Saunders Galery  
Congressional Liaison Specialist

**T**he brightly colored truck cabs and trailers of Roadway Express roll up and down the road at their Hagerstown, Md., distribution terminal.

They run at all hours—day and night.

In fact, nighttime is one of the busiest periods. Trucks come into one loading dock and their cargoes are redistributed, based on destinations, to other trailers for quick reshipment.

It is a cross-dock operation, said Steve Garth, surveying a constant din and motion of trucks and cargoes. Garth is the Senior Account Representative for Government Sales, Roadway Express, Inc.,

It is very efficient.

One reason for the positive energy and bustle at the Hagerstown terminal is the Military Traffic Management Command's new automatic fuel adjustment surcharge.

With the price of diesel fuel up, the surcharge is at work.

In late May, truckers hauling freight for MTMC are getting a 2-percent boost in their fees. In other words, a

\$1,000 shipment rates a \$20 fuel surcharge.

"The fuel surcharge really helps," said Garth.

MTMC implemented the policy last January to help shoulder the burden faced by many Department of Defense freight and household goods carriers over the rising cost of fossil fuels.

Retired Col. Clark Hall, former MTMC Chief of Staff, who headed the effort, said the reasons were simple.

"Of course, we want to help carriers meet the added costs," said Hall. "At the same time, we want MTMC to be a shipper of choice for



*Adjustable tracked freight shelving increases carrying capacity and reduces damages in Roadway trailers.*



*Steve Garth views busy motor carrier distribution center in Hagerstown, Md.*





*Opaque fiberglass provides natural lighting for Roadway trailer inspected by Steve Garth.*

motor carriers.”

That is something Garth understands.

Recently, Garth confided, he did some rough calculations on fuel costs.

Each one-cent increase in the price of fuel, said Garth, increased the total costs for Roadway’s nationwide effort by \$1 million.

These days, said Garth, fuel surcharges are a way of life in the business.

“If a company does not have a fuel surcharge policy, it is covered in the contract,” said Garth.

Garth echoed the one word many carriers feel about the

MTMC policy: Consistency. No longer do carriers have to react to fuel price spikes.

“It used to be that the surcharges changed from one installation to another,” said Garth. “Now it’s one cost for the military, and that translated into consistency for us.

“This also helps us improve accuracy and greatly reduces our billing times.”

Before the amendment, carriers would calculate fuel costs based on, or separate from, the tender rates. Now, they file less-than-truckload charges without the worry of covering their increased fuel cost.

This allows carriers to

remain competitive.

“We don’t have the concern of repeatedly updating our fuel rates,” said Garth.

For Roadway, fuel surcharges do not stop with the military.

“We pay fuel surcharges to our air and rail providers, too.”

Such help for the industry is timely.

“It’s fair, very fair,” said Garth. “Everybody is on an even playing field.”

With Roadway using more than 100 million gallons of diesel fuel per year, said Ron Johns, Human Resources Manager, the automatic surcharge is essential.

“Our goal is to meet the needs of our customers and deliver the shipment on time,” said Johns, a longtime Roadway veteran.

“The costs of fuel undoubt-

edly affect that.”


MTMC has received a very positive response from industry on the new fuel surcharge policy, said the coordinator of the MTMC Fuel Board, Ruth Tetreault.

“The carriers are pleased with the surcharge—and the standardization is a plus,” said Tetreault.

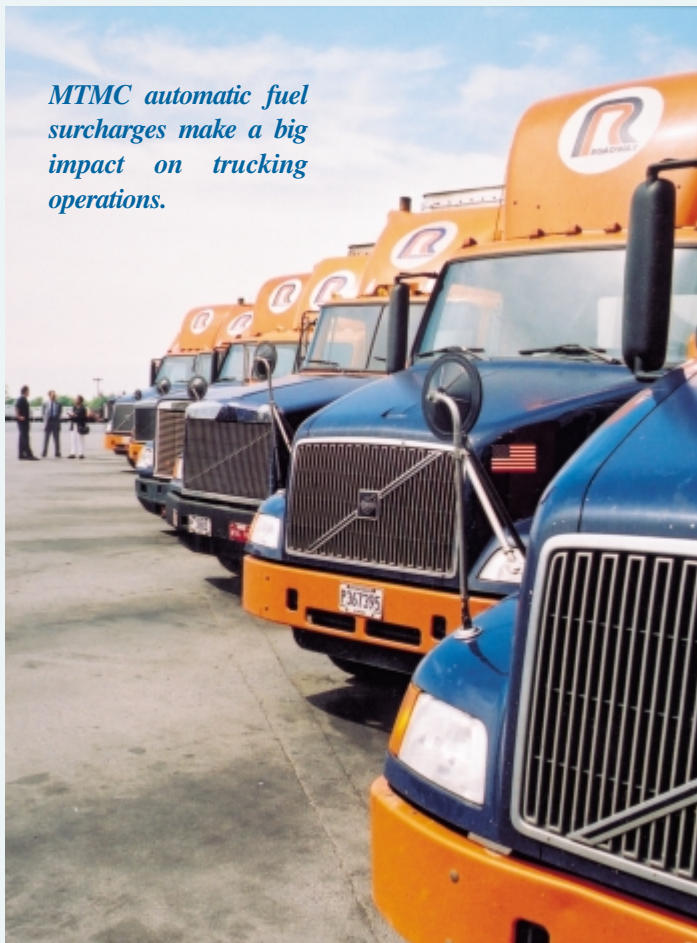
“The (trucking industry) is satisfied with the new automatic policy—no more writing letters to receive fuel surcharges.”

Tetreault reports virtually no complaints from industry.

“Everything is running smoothly.”

In the near future, Tetreault said that meetings will be held with commercial and government transportation representatives to discuss any concerns resulting from the new policy. 

*MTMC automatic fuel surcharges make a big impact on trucking operations.*







*Containers at the Hawthorne Army Ammunition Depot, Hawthorne, Nev., await movement.*

# Movement of ammunition and explosives gets review

**T**he transportation of ammunition and explosives is the subject of a review by the Military Traffic Management Command.

Every year, MTMC manages the movement of 42,000 shipments of ammunition, munitions and explosives.

In 10 years, there have been only two incidents of thefts or tampering.

It is a near-perfect record.

MTMC is conducting a review to make the program even better, said Bob Jones, Chief, Force Protection Office.

"In the current threat environment, we want to ensure the qualitative aspects of our program," said Jones.

The focus of the review will be 17 trucking firms that are qualified to handle Department of Defense freight.

"Actually, the bulk of the munitions is handled by five carriers," said Jones.

The main thrust of the review will be conducted by three joint assessment teams, said Tom Hicks, Assistant Deputy Chief of Staff for Operations. The teams will include specialists with security,

safety, and traffic management expertise.

"These teams will review the 31 trucking terminals managed by our munitions carriers to determine their full utility," said Hicks.

A number of goals will be set, said Hicks.

"We want to enhance the safety and security of Department of Defense munitions transiting commercial carrier terminals," said Hicks.

*See Ammunition, pg. 54*



# MTMC moves helicopters for stateside upgrades

By 1st Lt. David Kay, Commander  
MTMC Rhine River Detachment

**B**y truck, barge and ocean carrier, the Military Traffic Management Command has moved 30 AH-64 Apache helicopters from Europe to the United States for upgrading.

The helicopters arrived in Charleston, S.C., on June 25, aboard the Fidelio.

From Charleston, the helicopters were transshipped for factory upgrades to the Longbow avionics system.

The shipping coordination and synchronization was completed by the 838th Transportation Battalion's Rhine River Detachment, Mannheim, Germany, and the 841st Transportation Battalion, in Charleston, S.C.

Our customer was the 6-6 Calvary unit, in Illesheim, Germany.

Moving these expensive pieces of equipment back to the United States involved a lot of hard work and coordination.

The Apaches were flown from Illesheim to Coleman Barracks, in Mannheim, for preparation.

The Army's contracting office in Stuttgart awarded a contract to Ned Lloyd to move the helicopters down a 10-



*Apache helicopters move by barge to Rotterdam, the Netherlands.*



*Truck move to the Rhine River is the start of a MTMC shipment that will go all the way to the United States.*



*Wolfgang Scherer, Chief, Operations Branch, Rhine River Detachment, checks cargo*

mile stretch of highway, between Coleman Barracks and the Rhine River, by truck. From there, the helicopters were loaded on a roll-on/roll-off barge and moved to Rotterdam, the Netherlands, for ocean shipment.

We worked closely with the 293rd Base Support Battalion and the 2/502nd Aviation to

make this a seamless move.

The 293rd provided traffic control, medical support, military police and fire safety support.

The 2/502nd made sure the equipment was properly configured and prepared for an ocean voyage. The unit also provided the contractor with technical assistance on how to handle the aircraft.

When the helicopters arrived at Coleman

Barracks, they were disassembled and shrink-wrapped. The disassembled pieces of the helicopters were then boxed up and sent to the commercial port in Mannheim for loading.

The barge then went to the NATO ramp in Lampertheim, Mannheim, for the loading of the aircraft.

The Apaches were loaded May 30 and arrived in Rotterdam the following day. From Rotterdam, the helicopters were transshipped to the United States aboard the Fidelio. 📍

# Polyester straps *ease* move of helicopters overseas



*Polyester straps secure helicopters aboard MV Saudi Diriyah.*

**I**t will be easier for Warfighter task forces to deploy overseas in the future—thanks to two MTMC Transportation Engineering Agency engineers.

Because of the work of Jennifer Napiecek and Sharon Huff, helicopters being shipped overseas may now be tied down with polyester straps.

The polyester straps have a lot going for them. They are more available and economical. And unlike similar restraints, the polyester straps do not stretch under tension and do not

lose strength when wet.

Even better, the straps will now be supplied by MTMC port units—easing the requirements on

deploying military units.

“This new policy was established to standardize the lashing gear used for the marine movement of

helicopters,” said Napiecek.

“Polyester straps, when equipped with a wire hook on one end, have the added advantage of being able to interface nicely with the cloverleaves and ISO fittings on ship’s decks.”

The new strap policy was formally adopted Feb. 2, with the issuance of Fragmentation Order 01-01.

The proper restraint for helicopters has been an issue in recent MTMC shipments. The change for maritime transport was approved by the Aviation & Missile Command.

“Current procedures required the use of an MB-1 chain restraint device that was both costly and not readily available,” said Huff.

The two Newport News, Va., engineers got to see their work in practice Feb. 15.

Napiecek and Huff observed the loading of a peacekeeping task force for Bosnia in Savannah, Ga.—the first time helicopters were transported under the new polyester strap order.

In total, 16 OH-58 Kiowa and 19 UH-60 Blackhawk helicopters from the 82nd Aviation Brigade, 82nd Airborne Division, Fort Bragg, N.C., were loaded on the



*Black helicopter is moved to MV Saudi Diriyah for loading.*





*Helicopters on MV Saudi Diriyah await securing.*

MV Saudi Diriyah.

Two days before the operation, Napiecek and Huff had found that the helicopters were already shrink-wrapped and ready to be loaded.

However, a complication developed. Because the Kiowa helicopters were equipped with the Rapid Deployment Landing Gear, they could be secured using the four tie-downs at the top

of the strut legs. However, this procedure only secured the skids to the deck, not the main airframe.

A brigade unit movement officer, Chief Warrant Officer Jim Israel, told the engineers that his unit had been wrapping straps around the Universal Weapons' Pylons to add more restraint to the airframe.

Although it was not a published procedure in the Kiowa shipping manual, Napiecek and Huff thought this sounded like a good approach to the problem.

They quickly coordinated with the Aviation & Missile Command and received the necessary approval.

"The whole experience is another example of the vital teamwork between the Department of Defense and its industry partners," said Huff.

The electronic version of MTMCTEA 98-55-21—available at [www.tea.army.mil/dpe/pdf/helo.pdf](http://www.tea.army.mil/dpe/pdf/helo.pdf)—has been updated to incorporate the use of polyester straps as a suitable tie-down material.

Also, because the strength of polyester straps is comparable to that of MB-1 chains, they may be substituted, one for one, when using the existing tie-down configurations shown in MTMCTEA Reference 98-55-21, "Lifting and Tie-down of U.S. Military Helicopters for Marine Transport." ⓐ

## Fast boat ...

*The Mk V special operations craft is so large, it dwarfs the trailer on which it is carried. The Military Traffic Management Command moved a pair of the vessels from Norfolk, Va., to Bremerhaven, Germany, on the maiden voyage of the Tamesis, of the Wallenius Lines. The 119,000-pound boats are among the fastest in the Navy. They were unloaded Feb. 11 in Bremerhaven by the 950th Transportation Co. This was the second time in four years that Special Boat Unit 20 has used Bremerhaven as an overseas deployment base. The vessels, along with 12 support vehicles, are normally based at Little Creek Amphibious Base, Va.*

*Photo by Rainer Derichs*



# MTMC active, reserve workloads to be assessed

**T**he way the Military Traffic Management Command would move surge cargoes through America's strategic ports is on the mind of Maj. Gen. Kenneth L. Privratsky, Commander.

For both active and reserve forces, the big challenge is moving cargoes at volumes that arrive at short notice and far beyond normal levels.

As a consequence, the MTMC Commander has asked for an assessment of our capabilities at strategic ports during a crisis.

The assessment will be jointly conducted by the command's two top Reserve officers: Col. Lew Roach, Deputy Commander for Mobilization, MTMC Headquarters; and Col. Skip Philips, Deputy Commander for Mobilization, Deployment Support Command.

Key scrutiny will be directed at the MTMC Force Structure, both active and reserve, to assess its capabilities against port wartime requirements.

A Process Action Team has been



*Above: Army Reservists supporting MTMC load an Apache helicopter belonging to the 101st Airborne Division (Air Assault) in Jacksonville, Fla.*

formed, under the direction of Maj. Dee Daugherty, Assistant Deputy Chief of Staff, Readiness. Team members will conduct a thorough workload analysis.

When the assessment is complete, the team will make recommendations on MTMC structure linked to the Objective Force Soldier.


There are two questions that are key to this evaluation:

1. Do the units have the right mix of

specialties to perform their wartime mission?

2. Are the units aligned correctly to support wartime flow out of and into ports worldwide?

Timelines have been set for this massive review. The team will use real-world cargo flow information provided by the Transportation Engineering Agency.

We expect the conclusions to be briefed by the end of September. 

*Left: Denise Sommers, of the Deputy Chief of Staff for Mobilization and Reserve Affairs, talks with Lt. Col. Mike Schiller, Commander, 841st Transportation Battalion, at an Army Reserve Wartrace Conference, in Williamsburg, Va., on June 1. Right: Warfighter equipment awaits loading on the USNS Bellatrix by the U.S. Army Reserve's 1186th Transportation Terminal Brigade and the 1181st Transportation Terminal Battalion.*





# Customer relations begin before cargoes arrive

By Maj. Sam Blanton  
Operations Officer  
837th Transportation Battalion

**I**n the busy port of Pusan, the 837th Transportation Battalion has lots of cargo moving in and out of Korea.

An ammunition shipment moving back to the United States in November took



*Overhead shot of the pier from the gantry crane. Captures the retrograde staging area (685), import staging area (330) and train cars involved in the port clearance function.*

on special significance to us.

We shipped 485 ammunition containers in a seamless flow. It was the perfect transportation movement. The cargo shipment was safe and efficient. There were no errors in the documentation.

Needless to say, our prime customer, the 6th Ordnance Battalion, of Taegu, was delighted. The battalion is the prime shipper of ammunition in theater.

Did it all just happen because our MTMC battalion is the single point of contact for all U.S. military activities involved in ammunition import/export operations?

Not exactly.

It really all goes back to Sept. 25, when

the 837th hosted the first ammunition retrograde conference for United States Forces Korea—what has now become a quarterly conference.

We recognized a need to establish a forum to share ideas and team build with all the players involved in the ammunition process.

The intent of the conference was to outline the entire ammunition cargo movement and documentation process—and to clearly delineate all responsibilities. The desired end state was to establish a ship schedule that fully supported two needs—both the theater ammunition retrograde process and the Defense Transportation System's requirements.

When we started, we knew documentation was a tough issue. A thorough and accurate documentation process requires all ammunition containers arriving at the port to be correctly certified.

The conference was well received. We had 27 attendees from all over the peninsula.

Our briefings included cargo-booking procedures, export ammunition procedures, shipper documentation for ammunition, agriculture inspections, transportation control numbers and military shipping labels.

We also talked about some of the changes coming in the future in the way

we in MTMC do business and how it will affect our customers. As an example, the Department of Defense's "Management Reform Memorandum #15" requires a more automated and commercially oriented approach to our processes. It is critical to establish good lines of communication with all customers in an effort to provide world-class support.

The forum was a great idea—well received by our customers.

"This is a great step forward in the right direction," said Maj. Dale Peterson, Material Officer, 6th Ordnance Battalion.

"A forum to lay out the issues is exactly what we needed in the Ammunition Community. This clearly provides an outstanding foundation for future shipments."

MTMC participants were equally delighted with the conference.



*Gantry crane lowering the ship's hatch covers.*

"It is really making my job easier," said Sgt. 1st Class Roosevelt Wilson, of the battalion's traffic management division.

"The shippers are now up to speed with the required documentation for shipping ammunition. I can focus more on the

*See Customer relations, pg. 55*

# Azores get **key** support from MTMC detachment

By Kevin Burns, Director  
Azores Detachment

For islands perched in the middle of the Atlantic Ocean, the regular maritime resupply is a physical link with the outside world.

The Azores are considered the crossroads of the Atlantic. The nine islands lie in the middle of the Atlantic Ocean. To the east, it is about 850 miles to Lisbon, Portugal. Going west, it is about 2,200 miles to New York City.

Every four weeks, the MV Strong Patriot comes to Praia de Vittoria, Azores, after a run from Newport News, Va.

The usual cargoes are rather mundane.

We are tasked with delivering the supplies required to support Lajes Air Field, a modern U.S. Air Force Base. This amounts to about 60 containers per voyage. The containers carry a varied cargo, which ranges from frozen pizzas to a liquid oxygen generating plant.

Each of these containers must be cleared through the customs and agricultural offices and delivered to the base.

A recent trip saw the delivery of 26 light poles. The word "light," however, was actually a contradiction, as each of the poles was made of cement and weighed 18,000 pounds. Their length was 65 feet and the length of the cargo hold was 61

feet, significantly adding to the challenge of the discharge.

Our biggest lift in recent years was a load of construction equipment used to assist in the demolition of an old oil storage tank in the Cabrito complex. The construction equipment occupied much of the deck and cargo-hold space on the ship. We worked fast on the discharge in order to support the short timeline available for the National Guard engineers who performed the demolition work.

The majority of our maritime lift comes from the Strong Patriot, owned by Van Ommeren. The ship has been on the Azores for about a year, and is about 300 feet in length and 55 feet at the beam. It is a



*Container is discharged from the Strong Patriot.*

geared container ship, capable of carrying 276 20-foot container-equivalent units.

Supplementing this supply channel is military cargo aircraft and commercial ocean transportation. The latter, originating from Lisbon, amounts to about 15 to 20 percent of the



*Containerized privately owned vehicles arrive at the port of Praia da Vittoria, Azores. Photos by Sgt. 1st Class Jorge Vazquez*

volume carried on the Strong Patriot.

Our biggest challenge is one we face on a routine basis. This is an island, with an unusual weather situation. The winds here are extraordinary: gusts up to 135 mph have often been recorded. Trying to lift and spot containers in the wind is an effort that must be seen to be appreciated. The broad side of a container will catch wind, causing it to spin rapidly.

To that challenge: Add rain.

The pace of life on Terceira Island, the home of the MTMC Detachment, varies dramatically. The commute to work is regularly slowed when cows are herded on the roads.

MTMC has responsibility for the normal loading and dis-

charging of the ships, as well as the cargo documentation. MTMC also arranges for the inland transportation. We operate the largest trucking company and chassis pool on the island. We also operate a vehicle-processing center.

Formerly a MTMC company, the Azores Detachment was formed June 8, 2000, and is composed of five Portuguese workers; Sgt. 1st Class Jorge Vazquez, NCOIC; and myself. The Air Force supplies seven employees for port operations.

The detachment is a part of the 839th Transportation Battalion, Livorno, Italy.

In the past, MTMC operated its own fleet of watercraft. Cargo was unloaded from supply ships by lighters and brought to the MTMC terminal. This heavy labor force was no longer needed when MTMC moved to the commercial terminal. MTMC port





*It took three hours to unload 28 light towers from the Strong Patriot. The towers took six hours to load in Newport News, Va.*

strength has dropped from 143 people in 1991 to the present 14—with virtually no change in total cargo volume.

Lajes Field has long served as a refueling stop and emergency station for trans-Atlantic aircraft. A recent week saw two commercial flights stop at the base due to medical emergencies. Both passengers received emergency care at the hospital on the island.

Aircraft refueling remains a large part of the mission of the base. Today, most aircraft are refueled in the air at 35,000 feet. The airfield is home base for the refu-

eling tankers; commercial aircraft used the same airstrip, but a different terminal.

The base has a staff of about 4,000—equally split between American service members and Portuguese nationals.

The Army-Air Force Exchange Service outlets get a lot of customers. They are open to all Portuguese workers and retirees. Transient aircrews and passengers provide more customers.

The high sales volume from these customers results in a heavy demand for goods—shipped via MTMC traffic management. ▲

## Turbo Challenge '01: MTMC crisis action team challenged by exercise

By Eleni Brown, Planner  
MTMC HQ Command & Control  
Center

**I**n a major wartime mobilization, almost half of the entire Military Traffic Management Command would be composed of Army Reservists.

That critical support was seen recently with MTMC participation in Turbo Challenge '01, a U.S. Transportation Command-sponsored exercise.

MTMC's participation included the work of 16 individual mobilization augmentees, mostly at MTMC Headquarters and the Deployment Support Command.

The exercise linked Pacific Command, Space Command and the North American Air Defense Command within a Joint Chief of Staff exercise.

"The work of the Reservists was absolutely essential," said Lt. Col. Tom Harvey, Chief, Command Operations Center.

"We are one team. The exercise pro-



*Lt. Col. George Sabb and Christina Clark examine material on the computer.*

vided a good opportunity to display that teamwork."

Planner Gil Villa said additional key support came from MTMC Headquarters staff sections.

"The Reservists, with the strong support of our critical personnel from the principal staff elements, proved to be the backbone of the crisis action team."

Turbo Challenge '01 had many chal-



*Lt. Col. George Sabb and Christina Clark develop solutions together.*

lenges.

Communication had to be maintained at higher, equal and lower levels with scores of Department of Defense organizations.

As part of the exercise, that communication was challenged:

- Phone calls were monitored for security violations.
- Hundreds of pages of bogus messages clogged the Command and Control Center's facsimile machine.
- Hundreds of e-mails dominated the computer screen of West Team leader Gianni Scattolini.

"Operational security and information security are critical!" said Daniele Albergottie, who worked as the Chief of Information Management on our team.

The exercise focused on MTMC's role as a single port manager and traffic manager working for Transportation Command and an overseas Commander-in-Chief.

As the exercise developed, MTMC's crisis action team played an integral role in Transportation Command's management of the Defense Transportation System.

We tested business processes, standard operating procedures and command and control functions. It helped us assess our level of training and expertise for a real-world operation or contingency.

There was also an "exercise within the

exercise."

Steve Kubik, Dave Jones and Harvey chaired a Voluntary Intermodal Sealift Agreement tabletop exercise at the Joint Planning Advisory Group with the Military Sealift Command, Maritime Administration and carrier industry representatives.

"The exercise went a long way towards fostering military-industry partnership and a better understanding of wartime

requirements," said Jones.

The exercise showed the value of a strong relationship with partners. During the exercise play, good coordination proved to be crucial with the Army Logistics Operations Center in the Pentagon, and the Military Sealift Command at the Washington Navy Yard.

Meanwhile, at MTMC's subordinate commands, exercise participants found more training opportunities.



*Rick Shilby (left), Lt. Col. Bill Aird and Billy Pierce consider Turbo Challenge event.*



Lt. Col. Tim Clapp, a drilling individual mobilization augmentee, found himself answering questions on railroad capacity, pallets and containers at MTMC's Transportation Engineering Agency, Newport News, Va.

"It expands my knowledge of the Transportation Engineering Agency," said Clapp.

"This has given me a good idea of the tasking and information required in an actual deployment," said Clapp.

In civilian life, Clapp is Director of the




*Dave Jones and Col. Tom E. Thompson discuss exercise play.*

Tactical Wheel Vehicle Requirements Management Office, Fort Eustis, Va.

All in all, Turbo Challenge '01 was a great training event.

Scattolini summed up the exercise best.

"It was a chance to exercise the deployment decision-making processes and a validation of the movement requirements," said Scattolini.

"It made me proud to serve with the men and women of MTMC!" 

# IMA jobs offer service, travel

Vacancies exist for Army Reserve soldiers to serve tours within the Military Traffic Management Command.

There are openings for individual mobilization augmentee soldiers at MTMC ports and headquarters in the United States—and at some foreign ports. There are also some openings for Air Force and Navy participants.

The program allows pre-identified soldiers to work in critical positions during mobilization and serve a minimum of two weeks' active duty annually, said Beth Taraba, a traffic management specialist with MTMC Deployment Support Command's Readiness, Mobilization and Reserve Affairs.

Currently, there are 62 positions available. Openings range from a captain, port operations officer, at the 597th Transportation Group, Sunny Point, N.C., to a sergeant, power generator repair specialist, at the 831st Transportation Battalion, Bahrain,

Southwest Asia.

Three-week overseas assignments, now available, include the Netherlands, Belgium, Germany, Italy, Bahrain, Korea, Puerto Rico and Hawaii.


The majority of the vacancies are open to captains and majors.

The available positions are not limited to soldiers in the transportation field.

"We have some positions for judge advocates general, military personnel specialists, logisticians, and many others available," said Taraba.

Vacancies may be viewed at: <http://dsc.mtmc.army.mil/ReserveAffairs/default.htm>.

More information on the program may be obtained from:

- Carolyn Simperts (United States), e-mail: [SimpertsC@mtmc.army.mil](mailto:SimpertsC@mtmc.army.mil).
- Master Sgt. Michael Burnett (Europe), e-mail: [BurnettM@mtmc598th.army.mil](mailto:BurnettM@mtmc598th.army.mil).
- David Bertao (Pacific), e-mail: [BertaoD@mtpc.army.mil](mailto:BertaoD@mtpc.army.mil). 



*Maj. Sue Meisner, an individual mobilization augmentee soldier, worked in the MTMC Command Affairs Office in April. She is pictured with Leesha Galery (left), Legislative Liaison, and Angela Aguero, Translog Editor.*

## DSC Commander

# Parker moving to new Pentagon assignment

**B**rig. Gen. Don Parker, Commander of the Deployment Support Command, is moving to a new assignment.

Parker has been named the new Director for Force Projection and Distribution in the Army's Office of the Deputy Chief of Staff for Logistics, at the Pentagon.

The change is effective Aug. 3.

He will be replaced by Brig. Gen. Barbara Doornink, currently the Director of Plans, Operations and Logistics Automation, Office of the Deputy Chief of Staff for Logistics.

The two will exchange their Fort Eustis, Va., and Pentagon postings at a formal change-of-command ceremony.

"I'm excited about this new assignment," said Parker. "It will keep me on the forefront of activities involving our ability to project the force now and into the future as we continue to transform the Army."

Parker has been involved in a multitude of centralization and reorganization issues that affect the Deployment Support Command.

Initial reorganization involved personal property, personnel and logistics, and resource management work loads. More



*Brig. Gen. Parker will relinquish command of the Deployment Support Command to Brig. Gen. Barbara Doornink on Aug. 3.*

recently, Parker has led the initial planning on the streamlining of the command to MTMC's new Operations Center, scheduled to be complete by June 2003.


Parker said he has thoroughly enjoyed his tour as head of the Deployment Support Command.

"I am proud of everyone at the Deployment Support Command Headquarters and in the terminals," said Parker.

"Everyone has kept their focus on mission accomplishment and customer satisfaction. I'm confident that with our track record to date, Team DSC will get even better in the future."

Brig. Gen. Barbara Doornink gained prominence as Commander of the Defense Distribution Center, Defense Logistics Agency, in New Cumberland, Pa., from 1998 to 2000. While in command, Doornink led reorganization efforts at the facility.

Doornink has served in a multitude of assignments, including overseas tours of duty in Korea, Germany and Croatia.

The Prosser, Wash., native graduated from Washington State University in 1973 with a Bachelor of Arts in Political Science. She also holds a Master of Science from the University of Southern California in Information Systems Management. 

## More new commanders slated

**T**his summer will bring many other command changes to Military Traffic Management command groups, battalions, and a company.

- The 599th Transportation Group, Wheeler Army Air Field, Hawaii: Col. Peter Gitto will assume command from Col. John Bordwell on Aug. 7.

- The 597th Transportation Group, Sunny Point, N.C.: Col. Ron Heiter will assume command from Col. George Montgomery on July 6.

- The 596th Transportation Group,

Beaumont, Texas: Lt. Col. Timothy Civils will assume command from Col. Jonathan White on July 10. In the near future, the unit will be reflagged as the 842nd Transportation Battalion.


- The 838th Transportation Battalion, Benelux, the Netherlands: Lt. Col. Sharon Baker will assume command from Lt. Col. Kirk Foster on July 18.

- The 839th Transportation Battalion, Livorno, Italy: Lt. Col. Mark Westbrook will assume command from Lt. Col. Gary Stanley on July 12.

- The 841st Transportation Battalion,

Charleston, S.C.: Lt. Col. Kent Selby will assume command from Lt. Col. Michael Schiller on July 20.

- The 842nd Transportation Battalion, Fort Monmouth, N.J.: Maj. Michael Cashner will assume command from Lt. Col. Joseph Crowley on Aug. 17. In the near future, the unit will be reflagged as the 956th Transportation Co.

- The 950th Transportation Co., Bremerhaven, Germany: Maj. Robert Steigerwald will assume command from Lt. Col. Thomas Arial in August. 



# MTMC's **top** enlisted soldier leaves with special memories

Command Sgt. Maj. James Kirtland has a favorite story he experienced in his worldwide travel supporting his soldiers.

The Military Traffic Management Command's top enlisted soldier was in Nicaragua in February 1999, watching transporters bring relief supplies and equipment to victims of Hurricane Mitch. Torrential rains had unleashed mudslides that washed away roads, bridges and buildings. The infrastructures of several Central American countries were in shambles.

At a motor pool that had been hastily built in a cornfield, Kirtland said he questioned a mud-and-grease-splattered soldier about the mission.

"I'm here to bring hope to a devastated country," said the young soldier.

The Command Sergeant Major pauses when he tells the story.



*Command Sgt. Maj. James Kirtland ends three decades of service. Also pictured are Maj. Gen. Kenneth L. Privratsky and Kirtland's wife, Chong.*



*Non-commissioned officers from Fort Eustis, Va., volunteered to conduct Command Sgt. Maj. Kirtland's retirement ceremony.*

Kirtland cited the conversation April 19 as he retired from the Army at a Fort Eustis ceremony. The complex operation was summarized in a brief, poignant sentence.

Memories of soldiers in the field conducting the Army's mission and representing the American people are what Kirtland said he would carry with him into retirement.

"I appreciate all the awards and certificates," said Kirtland. "However, you know what will happen to them. They'll end up going into a box, in the garage or attic."

"What I really will remember is the soldiers—they bring a smile to my face and a tear to my eye. You can't put that in a box."

Kirtland, MTMC's Command Sergeant Major since April 1998, said he would miss the Army. He treasures his experiences in active service.


"I've learned so much," said Kirtland. "It's hard to leave MTMC; it's hard to leave the Army."

Kirtland entered the Army in 1972 as a draftee. Since then, he has served almost 30 years in assignments that included Korea and Germany.

"I thank the Army for showing me the world," said Kirtland.

Kirtland drew praise from Maj. Gen. Kenneth L. Privratsky, Commander.

"He traveled worldwide to tell soldiers and their families they were part of a larger family—the MTMC and Army families. He devoted his hard work and focus to soldiers," said Privratsky.

Kirtland's emphasis on soldiers and their families is one reason the command exceeds its re-enlistment quotas each year, Privratsky noted. 

## Chief of Staff

# Last two years most memorable in the Army

Col. Clark C. Hall almost left the Army two years ago. The job offer from industry was good—and after all, he had been in the Army 28 years.

Hall decided to stay put.

"I'm certainly glad I didn't leave," said Hall, 51.

A few months later, the Military Traffic Management Command's new incoming Commander, Maj. Gen. Kenneth L. Privratsky, asked Hall to serve as Chief of Staff.

Hall took over July 9, 1999. What followed, he says, was "a great ride for MTMC and me personally."

"The pace never dipped below MACH 1—and occasionally stretched into the stratosphere," said Hall.

No wonder.

Far more than managing MTMC Headquarters staff, Hall managed such pivotal initiatives as the command's reorganization and its strategic plan.

"I have learned more than I thought I'd ever know," said Hall of his 22 months of duty at MTMC Headquarters.

Hall's initial command guidance was a four-page, single-spaced e-mail from Privratsky.

"In it were things he wanted me to look at," said Hall. "It was a template for starting."

At the same time, Hall said he was encouraged to bring in a lot of his own ideas.

With two previous tours in MTMC, Hall was well acquainted with the command. Earlier, he had served as Chief of the Terminals Division, International Traffic, at MTMC Headquarters, and in 1989-1991 as Commander of the

Southern California Outport, now closed.

For this tour, Hall says there were some overriding simple goals: Reduce MTMC's rates, develop a Strategic Plan and take care of MTMC employees while doing it.

"We focused on one of the key drivers of rates—costs," said Hall. "We made cost a consideration of planning. We wanted to do what industry was doing."

The results paid off.

With reduced costs, MTMC cut its freight rates to customers in both fiscal years 2001 and 2002.

More about the future?

The gradual transition of the Deployment Support Command Headquarters into MTMC's Operations Center in the next two years is a critical and positive move, said Hall.

"This is very important," said Hall. "The operation at Fort Eustis will shift to the center of gravity for worldwide operations."

"It will streamline operations, eliminate redundancy and provide better service to our customers."

Like a modern-day Moses, Hall will not be there to see it.

He retired for good May 30th on the parade ground at Fort Eustis (see sidebar, next page), where he served as the Commander of Troops at his



*Final two years of Army service was the best, says Col. Clark C. Hall.*

last military formation.

While it is goodbye to wearing an Army uniform, Hall is not saying goodbye to military transportation.

After a family vacation in Europe, Hall will begin work in the newly developed position of Director of Government




Marketing for CRST International, a giant Cedar Rapids, Iowa, trucking firm.

Initially, at least, he will be telecommuting from an office in his home. And he expects the office staff of one—himself—to grow.

Hall will be developing military and government transportation for his new employer.

So, he said, expect to see him at such events as the MTMC

Training Symposium and National Defense Transportation Association events.

After all, he is only exchanging Army green for executive gray. 

*Col. Clark C. Hall, with wife Patty and other family members by his side, face Fort Eustis troops passing in review.*



## Career begins, ends at Fort Eustis

Under bright sunlight, with the wind enhancing the beauty of state flags, Col. Clark C. Hall retired May 30 on the parade field at Fort Eustis.

It is the same Army installation where the MTMC Chief of Staff had reported for duty 30 years earlier.

"Much has changed in the past 30 years," said Hall, 51. "And much has remained the same."

Hall said the Army of today contains such key themes as change, continuity and growth.

"What has not changed is the absolute

dedication to soldiers and their families," said Hall, "and embracing Army values."

Remembering that long-ago day he reported for duty at Fort Eustis, Hall said, the Army is much stronger.

"Pick any rank, our Army is better today," said Hall. "I am being overtaken by young officers who outshine me."

Hall's wife, Patty, and his family were by his side.

A strong family life is essential to success as a soldier, said Hall. (The complete text of Hall's retirement speech appears on pgs. 42-43.)

Hall served as Commander of Troops at

the ceremony. Along with retiring Col. William Krantz, Commander, Fort Eustis Detachment, Dental Command, Hall rode in a ceremonial jeep to review a brigade formation at the Virginia post's monthly retirement ceremony.

The retirement certificate and other awards were presented to Hall by Maj. Gen. Kenneth L. Privratsky, Commander, Military Traffic Management Command.

Effective immediately, Col. Tom. E. Thompson assumes the duties of MTMC Chief of Staff. Thompson, a former commander of the 598th Transportation Group, Rotterdam, the Netherlands, has been serving as MTMC Operations Officer. 

*In vintage jeep, Col. Clark C. Hall (right) takes final review of troops with fellow retiree Col. William Krantz.*



# MTMC Chief of Staff

**G**ood morning and welcome to the May retirement review. Almost a cliché, I still must say—it's a great day to be a soldier.

I don't know what more a soldier could ask for on his or her retirement day, because today we have it all: a great band, sharp soldiers, this historic field, and glorious weather.

As I said, it just could not be any better.

The Ft Lee band is on the field today. As always, you look and sound great. Please join me in giving them a round of applause.

Also out on the field today are the soldiers of the 10th Transportation Battalion, from the 7th Transportation Group. Don't they look magnificent? Please join me in thanking them for their participation in today's ceremony.

Before you today stand 10 soldiers and one government civilian, who have given over 260 years in total service. I am proud to stand with the ones in front of the reviewing mound. These retirees are humbled by the turnout and honors bestowed here today.

We realize we have the thanks of a grateful nation as we transition to a life outside the military—but I'd like to suggest that while the acknowledgement you in the audience are giving those retiring here today is appreciated, that admiration goes two ways.

Here's what I mean. The soldiers and civilian retiring today did not achieve, could not have achieved, much of any-

thing without the teamwork, cooperation, mentorship, and downright friendship of a whole bunch of people. The support came from a variety of places.

We all had a first boss and several bosses after that. The assistance of supe-

would not be here today had it not been for the caring mentorship of some great Americans.

Second, we retirees today must give great credit to our fellow soldiers who worked for us and with us over many years.

No man (or woman) is an island. There are many who have fallen by the wayside by either trying to do too much on their own, or failing to follow the advice of peers or subordinates.

In my own past, I have been chewed out by sergeants, and I've been chewed out by warrant officers. Each time by a well-meaning professional, and each time richly deserved.

Those standing humbly before you today could each relate examples of what I just described.

Finally, all the honorees on this field today have a tremendous debt of gratitude for their family members. There are a lot of family members in the audience today, including some who came a long way to see their loved ones retire.

I know that the families of the retirees are very proud of their retiree. I know my family is proud of me. But I

would like to suggest, on behalf of the retirees on the field today, that the pride and gratitude goes, at least in equal part, back to you.

We could never have thrived, or even survived, without the love and understanding of a strong home life.

From the heart, I now give family members of each retiree a very sincere thank you. Now, my fellow retirees will join in applause to acknowledge the love

Pick a rank,  
any rank—officer,  
noncommissioned  
officer,  
warrant officer,  
even the initial-  
entry soldier.  
Our Army  
has grown better  
by the year.

—COLONEL CLARK HALL

riors and mentors would be a good place to start in our collective gratitude-giving here this morning.

I can remember my first boss, vividly. Tough, fair, and absolutely committed to my success, he practically adopted me. We are close friends to this day.

I am extremely fortunate to be able to say I've never had a bad boss. Not everyone can say that, but I'm lucky in that regard. I can state unequivocally that I



# bids Army farewell

and sacrifice given by each family member here today.

Much has changed in the last thirty years, but much has remained the same. And the Army has grown tremendously in many ways.

Some of you may recognize the theme I am now stealing from our 32nd Chief of Staff of the Army, General (Retired) Gordon Sullivan. Just before graduating from the Army War College eight years ago, almost to the day, General Sullivan spoke to me and my fellow graduates, and highlighted the themes of change, continuity and growth.

I was profoundly moved that day, and now believe it is appropriate to speak again of the greatness of our Army.

When I joined the Army 30 years ago, I signed in wearing a uniform called "TWs"—long since gone. When I completed my initial schooling and reported to my first platoon, I was greeted by an assortment of young men, draftees all.

We are now in our 29th year of an all-volunteer army. When I learned tactics and grand strategy for my first 18 years, we as an Army were focused on the defense of Europe, and much of the Army force structure was arrayed along the inter-German border, waiting for an attack that never came.

The Army has now changed to a power-projection strategy in order to confront the uncertain threat, anywhere in the world. And the Army is changing still. What is not changing is the absolute dedication to soldiers and their families,

and the embracing of Army values.

Duty, honor, respect, selfless service, integrity, loyalty, moral courage—these rock-solid values give the Army, and all who join the Army at some point in the future, a benchmark on which to rely.



These values are the Army's continuity; these values will endure.

The Army has always grown. There are many types of growth. Equipment is better, training is better, and the people are better. I will zero in on the people for just a moment.

I stand before you today, and am judged as successful. I have embraced—and hopefully exuded—the Army values, and have grown over time. But in total

honesty, I am being overtaken by young, outstanding officers who are better than me. And that's good. We must celebrate this positive growth in our Army.

I think I remember being a captain, but it was a very long time ago. Let me tell you something. After commanding at the battalion and brigade levels, I am absolutely overwhelmed by the talent of the company commanders, and extremely thankful that I do not have to compete with them.

The captains are but an example of the talent residing in our Army today. Pick a rank, any rank—officer, noncommissioned officer, warrant officer, even the initial-entry soldier. Our Army has grown better by the year. We should celebrate the change, continuity and growth that has given us the people we now see in our Army.

Today, I close the chapter on thirty years in the Army. It is with much sadness that I leave. I'm sure I'm echoing the thoughts of my fellow retirees here today when I state my sadness is small in the overall scheme of things.

My principal thought here at the conclusion of this glorious ceremony is gratitude. We the retirees are extremely grateful to have served with so many outstanding professionals over our careers, grateful for the love of our wonderful families, and grateful for the opportunity to serve this greatest nation in the history of the earth.

God bless each of you, and God bless the United States of America.

Thank you. 🍀

# Memorial serves as poignant reminder of military service



*Claire Bandy views display at Women in Military Service for America Memorial.*

Claire Bandy no stranger to the Women in Military Service for America Memorial at Arlington National Cemetery.

Bandy, a traffic management specialist in the Terminal Management and Readiness Division at MTMC Headquarters, is registered at the Arlington, Va., memorial as a woman veteran. The recently promoted Army Reserve lieutenant colonel has visited several times.

Bandy was among the scores of members of the Washington Chapter of the National Defense Transportation Association who visited May 19 as part of the recognition of National Transportation Day.

"It's a lovely building and has great poten-

tial," said Bandy. "The building is only three years old and volunteers have received lots of donations of uniforms and memorabilia, which they will use in the future for more displays."

Belisa Muchoney, of the American Trucking Association, Inc., was equally taken by her first visit to the memorial.

*This evening view of Washington, D.C. is from the perspective of the Women in Military Service for America Memorial.*

"It is incredibly beautiful," said Muchoney.

"The best thing, though, is the upper deck that allows you to look over the National Cemetery and reflect on the lives and losses of those who have served our country."

The upper level was also impressive to Dave Larson, of LANDSTAR.

"When the elevator door opens and you look out at the graves of Arlington cemetery, it is a moment to reflect on the sacrifices of our men and women in uniform today, along with those buried deep in the hallowed ground of our National Cemetery."

The evening was special, said John Romps, First Vice President of the Washington Chapter of the association.

"The weather was beautiful, but I don't think inclement weather could have detracted

from the spectacular view across the river."

"The skyline, with the monuments in the

*See Memorial, pg. 55*





## Surge

*Continued from pg. 23*

each year take place in this four-month period.

As in every year, personal property moves for service members are at full peak now.

Three installations are at a saturation point already, said Cullen Hutchinson, Assistant Deputy Chief of Staff, Passenger & Personal Property. Movers are fully booked at Redstone Arsenal, Ala.; Fort Lee, Va.; and Fort Benning, Ga.

Other military installations may follow.

Col. Tom E. Thompson, Chief of Staff, has directed MTMC managers to handle the problem in a proactive manner to lessen the impact on families.

Military families are not the only ones moving during this surge. Their civilian counterparts take advantage of summer vacations, too. Scott Michael, Assistant to the President, American Moving and Storage Association, says summer break is "when families find it preferable to move."

Military households account for roughly 10 percent of the moves performed by professional moving companies each year, he said. The industry generates about \$7 billion dollars a year—with about half of that revenue comes from this surge period. To cope, movers try to increase their capacity.

Michael explains the difficulty the industry faces in hiring additional crews.

"When the economy is strong, as it has been the last few years, it's difficult to find qualified people who want to enter the moving business," he said.

Michael brightens as he reflects on the current economy.

"Maybe it won't be as hard to find workers this summer."

Even as movers flex to meet the surge, resources are scarce. Capacity can only expand so far. Michael said there is little else industry can do to alleviate the strain.

That sentiment was echoed by Terry Head, President, Household Goods Forwarders Association of America, Inc.

Head asserted that "the single most pro-

ductive change the Department of Defense could make would be to move more people in the off-season."

Head added that shuffling some moves to other time periods would also save money in the long run.

"You can't hire enough people," said Head. "The employable people aren't there."

This adds another degree of difficulty. Head explained that there is a "specific, negative effect" on an increased frequency of claims during the surge.

Movers do what they can to minimize the impact of the surge on customers, he said.

**Military families are not the only ones moving during this surge. Their civilian counterparts take advantage of summer vacations, too ... summer break is "when families find it preferable to move."**

"It's like 'preventive medicine'—to treat someone before they get too sick to cure," said Head.

"Industry emphasizes proper training and customer service."

Head suggested that a lot of claims and delays arise from poor communication between the carrier and the customer.

Califano agrees with Head's assessment.

Over the years that he, his wife, and three boys have been moving around the globe, Califano said, the industry has become more tuned in to customers.

Summer heat swelters across much of the country, and—as every year—the surge continues. School systems, employ-

ers and families all continue to choose these months to move. Head and Michael both stated that industry has done what it can to meet demand.

"You can't expect an industry to turn itself inside-out for a client that is cyclical," said Head.

Still, in small ways, customers can do things to help. Michael suggested acting as early as possible. Service members know to visit their transportation office as soon as they have orders in hand.

"Get the shipment booked immediately," said Head.

That, he said, is the best way to allow for flexibility on the part of the shipper to get the job done.

Head's organizational Web site offers great advice for anyone planning a move. The most applicable tips are what movers want customers to know before they show up at the home:

- From the very beginning, establish a file for all moving papers and receipts. Several weeks before the shipping date, sell, donate or discard superfluous items.
- At a month out, sort through vital documents and plan to hand-carry them on the move. As shipping day draws nearer, consider day-care arrangements for young children. Apartment dwellers should coordinate for truck parking and elevator usage.
- Pets and houseplants require additional coordination. Some movers will not carry plants. Several firms specialize in pet transport. Booking a few weeks ahead of time assures pets arrive with the family.

• Shippers won't handle hazardous materials. Around two weeks from moving day, begin to dispose of flammables, toxic solvents, and other dangerous household items.

• A couple of days ahead of moving day, defrost and clean out refrigerators and freezers. Identify and set aside items to hand-carry.

• On moving day, before the truck rolls away, take a good survey to make sure the shippers packed everything.

The full list is on the web at <http://www.hhgfaa.org>.



*MTMC employees march in support of the Komen National Race for the Cure.*

# Team MTMC rallies in national race

By Leesha Saunders Galery  
Legislative Liaison

**T**he Military Traffic Management Command's banner was held high in the June 6 National Race For the Cure, where 50 MTMC Headquarters employees made a statement in the fight against breast cancer.

For the first time ever, Team MTMC joined 72,000 participants at the event, a five-kilometer national race in Washington, D.C.

Pink and white t-shirted trekkers and sprinters traveled the streets of the District of Columbia, starting at the

Washington monument grounds and finishing at Freedom Plaza.

The combined exercise and inspiration of the race inspired hope in many participating cancer survivors.

The idea for MTMC's involvement with the event came from Guadalupe Thompson, who served as team captain.

The idea was to encourage her former MTMC coworker and long-time friend Kathy Newdeck, a fellow Computer Specialist in Information Management.

First diagnosed with breast cancer in October 1996, Newdeck no longer is in

the MTMC work force. However, she continues her fight against the disease and maintains close relationships with her former coworkers.

Newdeck joined the MTMC team and walked the more than three-mile route with her husband, Jim Shebest, at her side—encouraging her along the way.

"Kathy says she would have walked faster, but her husband Jim held her back," said Thompson.

"We needed a team," said Thompson. "Several MTMC employees have fought and are still battling breast cancer."



"We needed to let them know we care."

The big turnout of MTMC military, civilian and contractor personnel was much larger than expected by Thompson.

To form a team at the event, 25 participants are required.

"I was shocked when they told me we had 50 people registered!" said Thompson.

"This was a great way to raise awareness," said Master Sgt. Yvette Scott. "We should be concerned about others.

"We spend most of our days working to meet the needs of our customers, but we must remember to support each other as well," said Scott.

"I am a two-year survivor and I know this is important. Many MTMC employees have lost loved ones, or they themselves are survivors."



*Contractor Devi Penumatchu takes a break under the MTMC banner.*

The race was an early morning call for the participants, with the pre-race events starting at 7 a.m.

Lorine Stovall and her daughter, Marie, rose early Saturday morning to take the Metro from their home in Virginia to the race rally point at 17th Street and Constitution Avenue.

"My daughter really enjoyed the experience," said Stovall. "She wants to know when we'll do it again."

Thompson's son, Fernando, carried the MTMC sign high above the walkers for most of the course.

"I was so proud of him—he was great help," said Thompson.

After the race,

team members ate yogurt, bananas and water to regain their strength.

They also enjoyed a free concert by Country Music Association artist and Grammy nominee Jo Dee Messina, who also participated in the race.

Oliver Gasaway, a MTMC computer graphic specialist, was among the first of the day's participants to arrive at the post-race site.

"It was a great day," said Gasaway. "I really had a good time. The concert was great too."

Deeply concerned about a lack of awareness and information on breast cancer, the founder of the Race for the Cure, Nancy Brinker, began the Susan G. Komen Breast Cancer Foundation.

Brinker named the organization in memory of her sister, Susan G. Komen, who was just 36 years old when she died of breast cancer.

To date, the Susan G. Komen Breast Cancer Foundation has raised more than \$300 million for breast cancer information and the research aimed at someday eliminating of the disease.



*Former MTMCer Kathy Newdeck stands beside her husband, Jim Shebest, and displays the medal she received for successfully completing the five-kilometer event at the Race for the Cure.*



# MTMC participates in test to **MINIMIZE** port threats

**O**ne of the most vulnerable times for Military Traffic Management Command cargoes is at portside.

Cargoes awaiting loading or onward movement may be contaminated by hostile forces using biological or chemical agents.

To determine methods to minimize that threat, MTMC participated in "Operation Southern Breeze," at the Charleston Naval Weapons Station, Charleston, S.C.

"The premise was to evaluate the procedure of covering cargoes at ports in hostile areas to minimize the time required to decontaminate equipment," said E.J. Reneer, MTMC Test Coordinator.

In the process, Reneer said that a wide variety of Army equipment, including tracked vehicles, was assembled.

Identical vehicles were put in adjacent lanes, with one lane covered by tarpaulins and the second uncovered, during the April 28-May 7 tests.

"The whole idea was to work out the procedures for covering vehicles and to determine the feasibility of the concept," said Reneer.

MTMC had a lot of partners in the test.

"We had participants from 17 different commands and units," said Reneer.

The project was the No. 1 priority for all the military services and the Commanders-in-Chiefs when MTMC proposed the test in November 1998.

Last year, the General Accounting Office recommended that the military cover equipment sitting in ports to reduce the threat of biological and chemical contamination.

Key players included Dugway Proving Ground, Dugway, Utah;

*Left: Soldiers used standard off-the-shelf commercial tarpaulins for test purposes. Right: Soldiers cover HEMTT wrecker with tarpaulin.*



*Soldiers in protective NBC hoods conduct simulated terrain decontamination.*





U.S. Army Chemical School, Fort Leonard Wood, Mo.; U.S. Transportation Command, Scott Air Force Base, Ill.; Defense Threat Reduction Agency, Fort Belvoir, Va.; Combat Equipment Group-Afloat, Charleston, S.C.; and the Naval Weapons Station.

"This was a really diverse group," said Reneer. "While we came from different disciplines, we united and worked very well as a team."

Soldiers who participated came from several organizations, including the XVIII Airborne Corps, Fort Bragg, N.C., as well as Army Reserve units from the 81st Regional Support Command.

Reneer, who worked for the test over a period of two years, said that the operation presented many challenges.

"The very biggest challenge was getting the environmental approvals," said Reneer.

"We used plastic covers on the hard stand and were very careful



*Maj. Robin Moralez (right), assists soldiers in covering equipment. Moralez, a Reservist, assisted MTMC planners with the test.*

with water runoff."

The chemical used in the test, Oil of Wintergreen, was benign.

Originally, the test was combined with a proposed Military Sealift Command test.

"There are a lot of Large, Medium-Speed, Roll-on/Roll-off ships docking at the weapons station," said Reneer. "It would have been perfect to put the two together."

Eventually, after several ships were rescheduled, the decision was made to conduct separate tests.

What did the test prove?

"We're going to evaluate all the test results—and that will take some time," said Reneer.

A complete report is due by December.

"This was a very important test," said Reneer. "Although we do not know the results now, they may well change the process and appearance of our port movements." 🌱



*Identical covered and uncovered equipment was used in the test.*

# TEA engineer packs **BIG PUNCH** in short visit

**R**ichard Sumrak puts a lot of work into a little bit of time. His main job these days is to evaluate highway safety at military installations across the country.

A member of MTMC's Transportation Engineering Agency, at Fort Eustis, Va., Sumrak arrives at an installation on Sunday—in order to make a prompt start on Monday morning.

Sumrak has to work fast, but he absolutely must be accurate.

Depending on what he finds and what he recommends, lives may be at stake.

By Friday, he has prepared a draft report, and provides a briefing to the installation commander.

"For a highway engineer, this is rewarding work," says Sumrak.

"The focus is on low-cost solutions for high-crash locations."

It is called the Crash Location Enhancement Study Program. Simply stated, the Federal Highway Administration makes funding available to the Newport News, Va., agency to offer free highway safety studies to Department of Defense installations that qualify for them.

Results of the work are impressive:

- At Fort Drum, N.Y., the grading at 12 railroad highway crossings have been improved.
- At Fort Bragg, N.C., recommended improvements at a half-dozen intersections have been completed, resulting in improved traffic operations and safety.

After recent reviews at Fort Stewart and Fort Benning, in Georgia, the state highway department committed \$700,000 for new signs and a completely new intersection

design.

"We found they had 1970s-era traffic signs," said Sumrak.

Several years ago, a Transportation Engineering Agency team studied traffic safety outside the National Training Center, Fort Irwin, Calif., where warfighter deployments exceeded the capacity of the existing road grid.

Recommendations led to changes.

"They do make changes," said Sumrak.

When Sumrak or his accompanying partner, Richard Quesenberry, go on the road, it is as part of a two-member government/contractor team. Typically, one of the two colleagues is teamed with a contract engineer who is familiar with the study process.

When the team arrives, they carry all the equipment they need to be self-sufficient:

electronic traffic counters, two laptops, one printer and a digital camera.

Why two laptops?

The team uses one to research highway safety standards.

As findings are made, the team uses the second laptop to begin writing a draft report. Key areas of analysis are traffic and accident data—and physical inspections of an installation's road network.

Team members identify many potential accident-prone situations. At Fort Campbell, Ky., a crosswalk was not conveniently located for pedestrian traffic, causing walkers to cross at an unsafe location.



*Traffic engineers look for situations like this—decorative anchors that might make a bad accident worse.*

*See Engineer, pg. 54*



# Remembering those who served before

By Mike Bellafaire  
MTMC Command Historian

Every war has its share of unsung heroes—those individuals who risk their lives daily in the service of their country. Their exploits are seldom heard; and yet without their service, the victories might not have been possible, the war not won.

Too often, when we gather to commemorate the contributions of the servicemen and women of World War II, we forget to mention those unsung heroes of the day—the transporters who got the supplies and equipment overseas to the warfighters.

That was not the case May 22, when the Merchant Mariners of World War II were remembered at a ceremony at the U.S. Navy Memorial, Washington, D. C. Secretary of Transportation Norman Mineta honored the merchant mariners who lost their lives in service to the



*Booker T. Brooks (right) and Seaman Recruit Elliot Johnson compare their roles as ordinary seamen in the merchant marine.*



*A ceremonial wreath was laid May 22 at the Washington, D.C., memorial honoring Merchant Marines killed during World War II.*

nation.

Of the 158,900 individuals in the Merchant Marines at war's end, 6,185 mariners had lost their lives in service to their country.

Among those who survived was Booker T. Brooks, who sailed with the Merchant Marines from 1943 to 1948, serving in the Mediterranean and Atlantic theaters during the war.

Brooks worked aboard the Liberty and Victory ships, as well as fuel tankers. He shipped out as an ordinary seaman, worked his way up to an able seaman, then completed studies at New London, Conn., to become a chief bosun's mate.

His most significant service was participating in the supply of the D-Day invasion force. He was aboard a turbo-electric tanker carrying high-octane gasoline in a convoy of ships that departed New York and sailed directly to Cherbourg, France.

"The first port we sailed into was pretty badly torn up, the troops were still fighting there—about twenty miles away," said Brooks.

The normal crossing was one month over and a month back for the turbo tankers. Brooks worked on different ships with various types of cargo. During the Battle of Britain, the ship carried P51 Fighter Aircraft as deck cargo.

Also aboard the ship were half-track vehicles headed to England for the D-Day invasion.

"We spent some sixty days at anchor, up in the northern part of England, waiting for the invasion," said Brooks.

The crew aboard a Liberty ship usually consisted of 45 civilian merchant seamen and 41 U.S. Navy personnel manning the ship's guns for defense.

"It would normally take about two

*See Remembering, pg. 54*

# Army's new armored vehicles will speed deployments

By Cori Libby  
Public Affairs Specialist  
MTMC Headquarters



*Maj. Rene Brown discusses armored vehicles with Steven Franz, Chief Engineer, Future Combat Systems, General Dynamics Land Systems. The mobile gun system, seen here, is equipped with a 105-mm cannon.*

As Pfc. Shaun Ratcliff sees it, the Army is finally “working smarter, not harder.”

Ratcliff is talking about the Army's new Interim Armored Vehicles, which are designed for quick air transport entry into a fast-breaking contingency or peacekeeping mission.

The all-wheeled vehicles can travel 60 mph and go as far as 300 miles on a tank of fuel. They are designed to fill a gap between the Army's light infantry forces, which lack armored protection, and heavier task forces, which include the M-1 Abrams tanks.

Two of the vehicles—an infantry carrier and a mobile gun system—were on display May 17 at the Pentagon for the national media.

On hand to talk about the vehicles were soldiers like Ratcliff—members of the 5/20th Infantry Battalion, 2nd Infantry Division, Fort Lewis, Wash. The battalion is one of three currently testing the concept

with borrowed Canadian Army vehicles.

“It's the best thing we've got going now,” said Ratcliff.

Spc. John Schuch agrees.

“I love the infantry carrier vehicle,” said Schuch. “It gets us to the battlefield expediently and we're refreshed and ready to do the mission when we arrive.”

The new vehicles will be outfitted in six brigades throughout the Army. They are part of an Army Transformation goal, initiated by Chief of Staff Eric Shinseki, to deploy brigade combat teams anywhere in the world within 96 hours, a division on the ground in 120 hours, and five divisions within 30 days.

The goal is a good one, said Lt. Col.

*Lt. Col. Ralph Baker says vehicles expand commanders' tactical options. Shown in background is an infantry vehicle carrier that can carry 11 soldiers and travel at 60 mph.*

Ralph Baker, Commander, 5/20th Infantry Battalion.

“The Chief has the right concept,” said Baker. “It's easy to step up to the plate and hit and score.”

Introduction of the interim armored vehicles for now—and still-undefined objective vehicles for a future force—“will allow the Army to add an option to its predominately heavy force and predominately light force,” said Baker.

“A commander does not like his options limited.”

Use of composite armored material will help reduce the weight of the vehicles, said Baker.

The wheeled armored vehicles will stop .50-cal rounds and 152 mm airburst rounds, said Sgt. Frederick Neal, another member of the battalion.

“It's like an armored taxi,” Neal explained.

Light armored vehicle tires can be inflated or deflated from inside the vehicle, said

*See Armored vehicles, pg. 55*





## *Improving the personal property process*

Dear Editor:

I thought the article "Full Service Moving Project" in the May/June issue of TRANSLOG was well balanced and addressed both the short- and long-term focus on the Department of Defense's efforts to improve the moving process. It's no longer a case of what the government needs or wants its military moving program to be; it's a case of what the government can afford.

I do have a concern that this article, as well as others on the same subject, have not addressed what contributions the moving industry itself is making to the improvements in the moving process. As the article implies, you always get what you are willing to pay for. It's the same movers, van lines and forwarders that have been doing the service for the last 20-plus years. Maybe it was the government's system that was broken, after all.

Keep up the good work and the high level of communication. It is the only way we're going to change the culture that has existed for so long—both within the military services and the moving industry.

Regards,  
Terry R. Head, President  
Household Goods Forwarders Association of America, Inc.



*Terry Head, right, talks with Col Nonie Cabana, former MTMC Deputy Chief of Staff for Passenger and Personal Property*

### **Letters Welcome**

**TRANSLOG welcomes letters to the Editor for publication. Letters should be submitted to: Editor, TRANSLOG Command Affairs Office; Military Traffic Management Command Headquarters; 200 Stovall St., Room 11N57; Alexandria, VA 22332-5000. Letters may also be sent by fax to (703) 428-3312, or by email to [pa@mtmc.army.mil](mailto:pa@mtmc.army.mil). Due to space constraints, some letters may be edited for length.**

## *Adding a human touch*

Dear Editor:

Just wanted to say I really enjoyed your article, "Volunteering renews soul and spirit" (May/June issue of TRANSLOG).

It is a down-to-earth and very refreshing piece. It added a tremendous human touch to your magazine, as did your article about Pat and Christina Burnett.

Keep up the super work.

Dave Buirge  
Transportation Officer  
U.S. Army Alaska  
Anchorage, Alaska

## **Reorganization**

*Continued from pg. 9*

returned to the Army. The savings from these reduced labor costs have created a big dividend. For the past two fiscal years, MTMC has reduced its freight rates to customers. Beginning Oct. 1, many customers will see their freight rates drop for the second straight fiscal year. Cuts are taking place in cargo operations, the shipment of privately owned vehicles and liner over ocean transportation. In cargo operations, the rates are coming down an average of 40 percent for fiscal year 2002. The rates were cut 27 percent in fiscal year 2001.

### *Final Thoughts*

As this complex transition has taken place, Maj. Gen. Kenneth L. Privratsky has watched the gradual changes take hold with a great deal of pride and respect.

"Never in my 31 years of military service have I been in an organization that has taken on so much so fast," said Privratsky. "I am very proud of the MTMC employees. They have been truly selfless as we've worked to orient this Major Army Command for the future." 🌱

## Remembering

*Continued from pg. 51*

weeks to unload the cargo from the Liberty and Victory ships," said Brooks. "Soldiers unloaded the military equipment the way the half-tracks and airplanes and civilian stevedores unloaded the general cargo."

Reflecting on the dangers of the service, and those who perished at sea, Brooks remarked:

"I just thank God that I survived. You never knew. When you're aboard a ship during a war, your number could be up at any time. We were attacked on sev-

eral occasions."

During one Atlantic crossing in 1944, Brook's convoy was attacked by the U-boat 550, and a tanker, the Pan Pennsylvania, was sunk.

"I can remember the sound and the feeling of the depth charges as they exploded. It was all very exciting for a young man of my age at the time, and yet there were moments of high stress," said Brooks.

The tradition of service continues. Now it is time for a younger generation to take up the task. Talking to a young mariner, Mr. Elliot Johnson, Brooks commented on the service and the

times.

"I had to wait sixty-five days for a vessel when I first shipped out. They really did not want African-Americans in the deck department; they wanted us to be stewards. I am happy to see that things have changed."

Brooks was amazed at the salary now paid a young seamen—\$4,500 per month.

"I can't believe it! When I was in the service, we made \$87.50 a month, and when we went into the war zones we got double that. Could you get me a nice cushy job like watching the compass?" joked Brooks. Ⓜ

## Ammunition

*Continued from pg. 28*



*Pallets of 155mm artillery ammunition are loaded in a container for shipment.*

As part of that process, MTMC will assist the flow of information involving possible threats to the private carriers.

"We are also taking a very close look at the support that we provide carriers in the form of temporary storage and crisis reaction," said Hicks.

Other actions involving munitions shipments include:

- Carriers with high-risk loads may now use military installations for layovers.
- Electronic tracking capability will be increased to speed movements.
- Oversight and supervision of carriers will be improved.
- Shipper and consignee will synchronize movements to reduce in-transit time and enhance efficient delivery.

MTMC has developed the new procedures in close conjunction with the military services.

The changes have also been briefed to the American Trucking Association, munitions carriers, and the National Defense Transportation Association.

"We've always had a good program," said Jones. "This just makes it a lot better." Ⓜ

## Engineer

*Continued from pg. 50*

The crosswalk was moved.

At Fort Story, Va., said Sumrak, a soldier was killed when his vehicle hit an old concrete retaining wall that was no longer needed.

Installation officials ordered the wall removed at a cost of \$2,000.

"Removal of that retaining wall will prevent future injuries," said Sumrak. "We calculate that it will save at least one life every 10 years.

"The surveys are extremely benefi-

cial," said Sumrak.

"Many signs, pavement markings, signals, guard rails and road designs do not meet minimum safety standards."

Since the program began in 1999, the team has visited 52 Department of Defense installations.

"They save lives," said their boss, Paul Allred. "Our whole focus is to get results."

To augment the program, the agency is developing a computer-based CD that will provide basic traffic engineering training and guidance for Department of Defense

employees.

Annually, there are 37,000 vehicle accidents on military installations that kill and injure thousands of people.

On installation visits, Allred has his eye out for a particular situation: Army cannons or Navy ship anchors near roads or on medians.

"They sometimes are a traffic hazard," said Sumrak. "We recommend they be removed."

Team members may be contracted at (757) 599-1170; DSN 927-4313; or by email at [traffic@teaemh1.army.mil](mailto:traffic@teaemh1.army.mil).

Ⓜ





## Memorial

*Continued from pg. 44*

distance at dusk, made my evening.”

Also on his first visit was Denny Edwards, Marketing Director, of the National Defense Transportation Association.

“This is a well-deserved honor for all women who have served in the military and government,” said Edwards.

*Guests, including retired Lt. Gen. Ed Honor (front), President, National Defense Transportation Association, honor colors.*

The official hostess of the evening was Lorraine Dieterle, Director, Women in Military Service for America Memorial Foundation, Inc.

“I hear every kind of story here,” said Dieterle, “some will make you laugh; others will make you cry. I try to tell visitors the funny stories.”

One of Dieterle’s favorite anecdotes is how one veteran first met her husband on an island in the Pacific Ocean during World War II.

“She told me a Japanese plane was strafing, and as she rushed under a truck for protection, she bumped helmets with the man who would be her future husband!”

## Customer relations

*Continued from pg. 33*

mission at hand instead of correcting deficiencies.”

While the conference provided wonderful informal contacts, a formal result was equally important.

We developed a Memorandum of Agreement between the two battalions—one transportation and the other ordnance. The agreement details the responsibilities of the 837th, the theater’s primary transporter for ammunition, and the 6th, the primary shipper for ammunition. In addition, the agreement details the required paperwork forms necessary for a successful shipment.

As an organization focused on customer service, we ensure that the customer fully understands the required documentation and the associated processes involved in shipping ammunition. At port side, we do not have the

flexibility to fix the problems quickly.

Our agreement is now going to be tested. As with all hardship duty assignments, the long awaited summer rotation means a transition in personnel here.

The dynamics of dealing with new people, ideas and management styles becomes a real challenge.

In the past, you hoped the replacements had some transition time, or at least fell in on a good plan or standard operating procedure.

But we now have something better: a firm Memorandum of Agreement, sup-

plemented by quarterly meetings.

Copies of the Memorandum of Agreement and quarterly minutes are available via e-mail at blantons@mtpc.army.mil.



*ROK commercial trucks line up outside the pier as they prepare to transport import ammunition to the depots.*

## Armored vehicles

*Continued from pg. 52*

Schuch, to make it safer for different types of surfaces, such as hardtop or mud.

The Army has a contract with a subsidiary of General Motors to produce 2,131 light armored vehicles over the next five to six years, at a cost of nearly \$4 billion.

Eight different configurations of the infantry carrier will be used as scout, sup-

port and command vehicles. Another variant will serve as a mobile gun system, with a 105 mm cannon—the same gun tube as on the original M-1 Abrams tank. This is not a tank replacement, said Army officials, but it gives direct fire capability to support the infantry elements. All the vehicles will be deployable by C-130 and larger aircraft.

The vehicle is propelled by a Caterpillar engine, which is common to the Army’s

family of medium tactical vehicles, said Neal. The same repair parts mean a reduction in the Army’s logistical footprint and support costs.

The different configurations of the infantry carrier vehicles include: command; mortar carrier; anti-tank guided missile; reconnaissance; fire support; engineer support; medical evacuation; and nuclear, biological and chemical reconnaissance.

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